



12650 DETROIT AVENUE ■ 44107 ■ 216-529-6075 ■ 216-529-6806

Reference No. BC-18-140

May 7, 2018

Board of Control
City of Lakewood, Ohio 44107

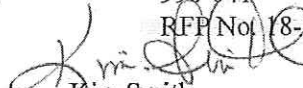
Subject: Award Contract – Professional Service Contract – Promotional Exams for Police

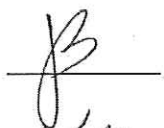
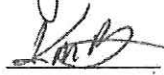

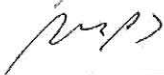
Dear Members of the Board:

Based on a review conducted by the Division of Purchasing in conjunction with the Civil Service Commission and the attached letter of recommendation, I am submitting for your consideration this request to award a requirement contract with Ohio Association of Chiefs of Police in an amount not to exceed \$32,750 to provide Written and Assessment Center Promotional Exam Testing for Police Captain, Police Lieutenant and Police Sergeant. Contract award effective April 1, 2018 through March 31, 2019 and includes (2) additional one-year renewal options.

Ohio Association of Chiefs of Police submitted the best responsive and responsible proposal for the services outlined in RFP No. 18-004.

Contracting Authority:	Ordinance 43-17 \$75,000
Contracting Balance:	\$58,000 / \$25,250
Funding:	General Fund
Account Distribution:	101-0601-417-30-02 \$60,000
Account Balance:	\$43,000 / \$10,250
Contract Approved by Law:	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/> / PO <input type="checkbox"/> / c/c <input type="checkbox"/>
Object Code:	Professional Services / Management Consulting
Commodity Code:	990-041
Bid Reference:	RFP No. 18-004


Kim Smith
Purchasing Manager

	<u>Approved</u>	<u>Disapproved</u>	<u>Date</u>
Joseph J. Beno PE, Director of Public Works		_____	5-7-18
Kevin M. Butler, Director of Law		_____	5/7/18
Jennifer Pae, Director of Finance		_____	5/7/18
Michael P. Summers, Mayor		_____	5-7-18



THIS CONTRACT made as of this 1st day of May, 2018, by and between the City of Lakewood, Ohio, a municipal corporation organized and existing pursuant to the Third Amended Charter and Ordinances of the City of Lakewood (hereinafter referred to as "CITY"), by authority of Ordinance No. 43-17, adopted by the Lakewood City Council, and Ohio Association of Chief's of Police, Inc. (hereinafter referred to as "CONSULTANT"). This contract has been approved by the Board of Control of the City of Lakewood.

WHEREAS, the CITY is seeking to engage the services of a qualified consultant to develop and administer promotional examination procedures for the positions of Police Captain, Police Lieutenant and Police Sergeant in accordance with the City's Request for Proposal/Quote dated March 2, 2018. (Exhibit A).

WHEREAS, CONSULTANT has submitted a competitive proposal to the CITY for the development and administration of promotional examination procedures for the positions of Police Captain, Police Lieutenant and Police Sergeant.

NOW, THEREFORE, the CITY and CONSULTANT, in consideration of the mutual covenants hereinafter set forth, agree as follows:

SECTION I. SCOPE OF SERVICES

CONSULTANT agrees to develop and administer promotional examination procedures for Police Captain, Police Lieutenant and Police Sergeant, and other

services, in accordance with the Technical Proposal dated March 9, 2018 (Exhibit B) incorporated herein by reference, for a fee not to exceed thirty two thousand seven hundred and fifty dollars (\$32,750.00).

SECTION II. GENERAL TERMS AND CONDITIONS.

1. CONSULTANT shall act solely as an independent contractor in performance of the Contract and represents that it has provided all required Worker's Compensation and Unemployment Compensation insurance for its employees, as required by law, and shall furnish CITY with all requested documents confirming coverage.

2. This Contract shall be in effect for a period of twelve (12) months from the date of execution and shall be renewable pursuant to the terms and conditions set forth in Exhibit B, at the CITY's option. Services of CONSULTANT are to be performed within the time frame established by the CITY and CONSULTANT.

3. Termination of Contract for Cause. If, through any cause, as determined by the CITY, CONSULTANT shall fail to fulfill in timely and proper manner its obligations under this Contract, or if CONSULTANT shall violate any of the covenants, agreements, or stipulations of this Contract, the CITY shall thereupon have the right to terminate this Contract by giving written notice to CONSULTANT of such termination and specifying the effective date thereof, at least five days before. In such event, all finished or unfinished documents, data, and reports prepared by CONSULTANT under this Contract shall, at the option of

the CITY, become the property of the CITY, and CONSULTANT shall be entitled to receive just and equitable compensation for any work satisfactorily completed hereunder.

Notwithstanding the above, CONSULTANT shall not be relieved of liability to the CITY for damages sustained by virtue of any breach of the Contract by CONSULTANT, and the CITY may withhold any payments to CONSULTANT for the purpose of set-off until such time as the exact amount of damages due the CITY from CONSULTANT is determined.

The waiver by the CITY of any breach by CONSULTANT of any term or condition hereof shall not operate as a waiver of any subsequent breach thereof. Any waiver by the CITY must be expressly stated in writing.

4. Termination for Convenience of the City. The CITY may terminate this Contract at any time by giving at least ten (10) day notice in writing to CONSULTANT. If this Contract is terminated for convenience of the CITY, CONSULTANT will be paid at contract rates for services and expenses provided up to the termination.

5. Changes. The CITY may, from time to time, request changes in the scope of the services of CONSULTANT to be performed. Such changes, including any increase or decrease in the amount of CONSULTANT's compensation, shall be incorporated in written amendments to this Contract and approved by both the CITY and CONSULTANT.

6. Personnel.

a. CONSULTANT represents that it has, or will secure at its own expense, all personnel required to perform the services under this contract unless otherwise stated in Exhibit "B ." Personnel secured by CONSULTANT shall not be employees, officers or agent of or have any contractual relationship with the CITY or be member of family or household of any CITY employee or official, unless after full disclosure the Director of Law has certified that the relationship is not a legal impediment under Ohio law.

b. All of the services required hereunder will be performed by CONSULTANT and all personnel engaged in the work shall be fully qualified and shall be authorized or permitted under State and/or local law to perform such services.

c. None of the work or services covered by this Contract shall be subcontracted without the prior written approval of the CITY. Any work or services subcontracted hereunder shall be specified by written contract or agreement and shall be subject to each provision of this Contract.

7. Assignability. CONSULTANT shall not assign nor transfer any interest in this Contract without the prior written consent of the CITY. Provided, however, that claims for money by CONSULTANT from the CITY under this Contract may be assigned to a bank, trust company, or other financial institution without such approval. Written notice of any such assignment or transfer shall be furnished promptly to the CITY.

8. Reports and Information. CONSULTANT, at such times and in such forms as the CITY may require, shall furnish the CITY such periodic reports as it may request pertaining to the work or services undertaken pursuant to this Contract, the costs and obligations incurred or to be incurred in connection therewith, and any other matters covered by this contract. Reports and support documentation shall be retained by CONSULTANT for three (3) years after the expiration of this Contract unless permission to destroy them is granted by the CITY.

9. Records and Audits. CONSULTANT shall maintain accounts and records, including personnel, property and financial records, adequate to identify and account for all costs pertaining to the Contract and such other records as may be deemed necessary by the CITY to assure proper accounting for all public funds. These records will be made available for audit purposes to the CITY or any authorized representative, and will be retained for three (3) years after the expiration of this Contract unless permission to destroy them is granted by the CITY.

10. Findings Confidential. All of the reports, information, data, etc., prepared or assembled by CONSULTANT under this Contract are confidential and CONSULTANT agrees that they shall not be made available to any individual or organization without the prior written approval of the CITY, except as required by order of court.

11. Indemnification. CONSULTANT shall indemnify and hold the CITY, its officers, its officials, agents and employees, completely harmless from and against any and all liabilities, losses, suits, claims, judgments, fines or demands of every kind and nature (including all reasonable costs and expert fees) arising by reason of bodily injury, death of any person, damage to property, patent or copyright infringement, arising out of, as a consequence of, or incidental to the acts and omissions of CONSULTANT, CONSULTANT's officers, agents, employees, Consultants, subconsultants, licensees or invitees, in the performance or non-performance of their services under this Agreement and upon notice from the CITY, of any claim or liability which the CITY reasonably believes to be covered under this provision. CONSULTANT further agrees to hold CITY, its officers, officials, agents and employees harmless from any and all liabilities, losses, suits, claims, judgments, fines or demand of every kind and nature arising by reason of any claims or alleged claims of discrimination arising out of or as a consequence of, or incidental to consultant's negligence in the performance or non-performance of CONSULTANT'S services under this agreement and upon notice from the CITY of any claim or liability which the CITY reasonable believes to be covered under this provision. This paragraph shall survive expiration or early termination of this Contract.

12. Payment Schedule. The CITY shall pay consultant one hundred (100%) of price upon receipt of exam results and the final project report .

13. Compliance with Local Laws. CONSULTANT shall comply with all applicable Federal, State and local laws.
14. Interest. No official, employee, or agent of the CITY shall have an interest in the profits or benefits of this Contract.
15. This Contract constitutes the entire agreement between the parties.

CITY OF LAKEWOOD:

Ohio Association of Chiefs of Police, Inc:

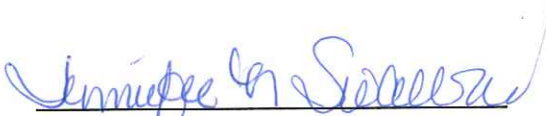

Michael Summers, Mayor


Donna Harrass, Executive Director

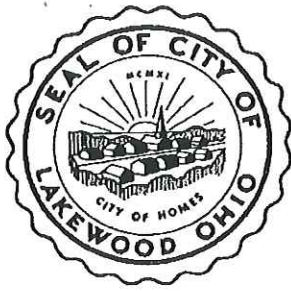
Authorization: Ordinance No. 43-17 dated December 18, 2017 and by Board of Control action, dated May 7, 2018.

Approved as to form:

Funds are available:


Jennifer L. Swallow
Chief Assistant Director of Law


Jennifer Pae
Director of Finance



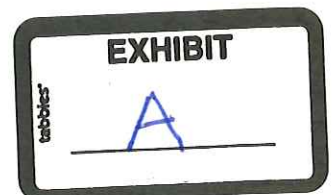
12650 DETROIT AVENUE • 44107 • 216/521-7580

REQUEST FOR PROPOSAL

PROMOTIONAL EXAMS FOR DIVISION OF POLICE RFP NO. 18-004

CITY OF LAKEWOOD
DIVISION OF PURCHASING
12650 DETROIT AVENUE
LAKEWOOD, OHIO 44107
(216) 529-6075

PROPOSALS DUE BY: 5:00 PM FRIDAY, MARCH 16, 2018



**REQUEST FOR PROPOSAL
PROMOTIONAL EXAMS FOR
DIVISION OF POLICE
RFP NO. 18-004**

The City of Lakewood shall accept proposals from qualified vendors for "Promotional Exams for Division of Police".

Request for Proposals (RFP) are available on the city's website at www.onelakewood.com.

One (1) original and one (1) copy of the RFP submission is due no later than 5:00 PM Friday, March 16, 2018 in a sealed envelope addressed to:

**The City of Lakewood
Division of Purchasing
12650 Detroit Ave.
Lakewood, Ohio 44107**

**The envelope must be clearly marked: "RFP No. 18-004 –
Promotional Exams."**

The City of Lakewood, OH is an equal opportunity employer.

Kim Smith
Purchasing Manager

Publish Date: March 2, 2018

CITY OF LAKEWOOD, OH REQUEST FOR PROPOSAL

PROMOTIONAL EXAMS FOR DIVISION OF POLICE RFP NO. 18-004

I. OBJECTIVES

The City of Lakewood (City) intends to procure consultant services for promotional testing for classified civil service positions in the Division of Police. The City intends to conduct exams in 2018 for the following positions: Police Sergeant, Police Lieutenant and Police Captain.

Proposer may submit proposals for specific validated tests (ie; written, oral, assessment). For position of Sergeant a 40% written exam and 60% assessment exercise is preferred, for position of Lieutenant a 30% written exam and 70% assessment exercise center is preferred, and for position of Police Captain 100% assessment exercise center is preferred.

The successful Proposer shall provide the following services:

Validation of Exam: review of position
interviews of incumbents and supervisors

Exams:

- ensure government requirements are met for fair treatment of minority candidates;
- ensure compliance with State and Federal employment regulations, ADA, gender fairness and the Civil Rights Act;
- establish a passing score;
- recommend type/s of test/s (ie; written, oral, assessment), minimum passing score, and percentage weight for each test component out of 100;
- ensure test security;
- administer test;
- provide exam proctors;
- score/grade test;
- provide scores by ID number;
- provide for review period (five business days after exam) if applicable.

Representation in litigation: If challenged, provide testimony and reports, including adverse impact information

UPON REQUEST the City shall make available: Civil Service Commission Rules and Regulations, class specification/job descriptions for positions to be tested, General Orders and Bargaining Agreements.

CITY OF LAKEWOOD, OH REQUEST FOR PROPOSAL

PROMOTIONAL EXAMS FOR DIVISION OF POLICE RFP NO. 18-004

II. PROPOSAL FORMAT

To be considered for a contract award, proposal shall consist of the following:

A. COVER LETTER

Cover letter shall provide the name, title, address, and telephone number of the proposer's representative responsible for communicating with the City regarding proposal. It shall also include a statement specifying that proposal is valid for 120 days from proposal submittal deadline.

B. TECHNICAL PROPOSAL

Should consist of the following sections:

1. Technical Approach

The approach and work plan for completing the objectives of the RFP including:

- a detailed description of how a validated exam and/or validation of the agency's exam will be developed;
- testing and scoring procedures;
- how exam will be conducted;
- provide a general indication of the successful use of this application in similar projects.

2. Additional Work

Identify any additional work elements that are deemed necessary, above and beyond the scope of the RFP, and provide separate cost for any additional work identified.

3. Consultant Capability

Include general qualifications statement of firm, number of employees, description of pertinent work experience in the field and number of years in same, achievements in area of expertise, and names, titles, organizations, and telephone numbers of references familiar with experience, specifically in the area of municipal government. Provide similar contracts with month/year completed, entity's name, address, number of employees, and name and telephone number of contact person.

CITY OF LAKEWOOD, OH REQUEST FOR PROPOSAL

PROMOTIONAL EXAMS FOR DIVISION OF POLICE RFP NO. 18-004

C. COST PROPOSAL

1. The period of the contract shall be one year from the date contract is signed, with (2) one-year renewal options. The City shall have the right, at its sole option, to renew the contract for the additional one-year periods.
2. Proposer shall submit in a separate sealed envelope a cost proposal providing the following information:
 - a. Total cost for services identified in RFP;
 - b. separate cost breakdown for additional tasks identified in Section II, B (2);
 - c. cost for a first & second renewal year of contract providing the same information requested above (a through b);
 - d. prices quoted for original contract period and each renewal period shall remain firm during each specific twelve month contract period.

III. PROPOSAL SUBMISSION AND REVIEW

A. GENERAL INFORMATION

Submit one (1) original and one (1) copy of proposal to the City of Lakewood, Division of Purchasing, 12650 Detroit Ave., Lakewood, Ohio 44107 **no later than 5:00 PM, Friday, March 16, 2018.**

Proposals shall be clearly marked on the outside of the envelope "**RFP No. 18-004 - Promotional Exams**".

1. Inquiries concerning the RFP should be directed to the Purchasing Manager, Kim Smith, at 216-529-6075
2. Proposals submitted after the time and date specified above will not be considered.

CITY OF LAKEWOOD, OH REQUEST FOR PROPOSAL

PROMOTIONAL EXAMS FOR DIVISION OF POLICE RFP NO. 18-004

3. The City reserves the right to accept proposals in whole or in part, reject any proposals and negotiate separately, as necessary, to serve the best interest of the City. Notifications of award will be made by the Division of Purchasing. All proposals shall be valid for 120 days after submission. The City is not liable for any cost by a responding entity prior to execution of a contract. All proposals should be prepared as simply and economically as possible and provide straightforward, concise descriptions and information.
4. All materials submitted in response to the RFP become the property of the City.
5. The City may invite proposers for an interview to discuss proposal and meet its representatives, particularly key personnel who would be assigned to the project. It is understood that the City shall incur no costs as a result of this interview, nor bear any obligation in further consideration of the proposal.
6. In the event the City does not find any proposals submitted in response to this RFP acceptable it may, at its sole discretion, re-open the proposal process and invite additional firms to submit proposals.
7. Equal Employment Opportunity: Proposer shall provide a written statement that it does not and will not discriminate against any person, employee, or applicant for employment, because of race, creed, color, religion, gender, national origin, ancestry, age, or disability.

B. EVALUATION/REVIEW PROCEDURE

The following guidelines will be used in analyzing and evaluating proposals. Proposals will be evaluated by a committee composed of the Civil Service Commission, Director of Law, and/or others designated by the City. Request for presentations or clarification of proposals may be requested. Committee will prepare a summary evaluation with an objective ranking of the proposals.

CITY OF LAKEWOOD, OH REQUEST FOR PROPOSAL

PROMOTIONAL EXAMS FOR DIVISION OF POLICE RFP NO. 18-004

1. Procedure:

The City's evaluation of proposals may include but is not limited to the following items.

- a. Review of all proposals for conformance to this RFP and elimination of proposals that deviate substantially from the basic intent of the proposal or proposers;
- b. Assessment of remainder. Includes a review of proposer's personnel capability and previous experience;
- c. Verification of proposer's references;
- d. Evaluation of costs to the City of Lakewood;
- e. Ability to participate (includes financial stability and viability);
- f. Selection of proposals for oral presentation (optional);
- g. Request best and final offers (optional);
- h. Recommendation of potential consultant.

2. Criteria

- a. Scope of methodology and soundness of approach;
- b. Qualifications and experience of staff;
- c. Cost;
- d. Ability to provide services in a timely manner;
- e. References;
- f. City resource requirements;
- g. Overall completeness, clarity and quality of proposal;
- h. Proposer's oral presentation to the committee;
- i. Capability of consultant to participate based on financial stability and viability;
- j. Ancillary and incidental services provided.

Each proposal will be evaluated in four basic categories:

- quality of response
- corporate stability
- references
- price

Evaluation will be based on the proposer's ability to provide services. The recommendation for award of contract will be based on the proposal that is most advantageous for the City.

Forms and Affidavits

Each proposer shall submit with their proposal (RFP) the following forms and affidavits:

Affidavit of Non-Collusion

Each bidder is required to submit with their bid response an affidavit stating that neither he nor his agents, nor any other party for him has paid or agreed to pay, directly or indirectly, any person, firm or corporation, any money or valuable consideration for assistance in procuring or attempting to procure the contract herein referred to, and further agreeing that no such money or reward will be hereafter paid. This affidavit must be on the form, which is hereto attached & notarized

Ethics Affidavit

Each bidder is required to submit with their bid/proposal a completed Affidavit in Compliance with Section 3517.13 of the Ohio Revised Code. This affidavit must be on the form, which is hereto attached & notarized.

Personal Property Tax Affidavit

After the award of any contract let by the competitive proposal process and prior to the time the contract is entered into, the person making a proposal shall submit to the fiscal officer a statement affirmed under oath that the person with whom the contract is to be made was not charged at the time the proposal was submitted with any delinquent personal property taxes on the general tax list of personnel property of any county in which the taxing district has territory or that such person was charged with delinquent personnel property taxes on any such tax list, in which case the statement shall also set forth the amount of such due and unpaid delinquent taxes and any due and unpaid penalties and interest thereon. If the statement indicates that the taxpayer was charged with any such taxes, a copy of the statement shall be transmitted by the fiscal officer to the county treasurer within thirty days of the date it is submitted.

A copy of the statement shall also be incorporated into the contract and no payment shall be made with respect to any contract to which this section applies unless such statement has been so incorporated as apart thereof.

MacBride Principles Disclosure Form

Each proposer is required to submit with their proposal a completed MacBride Disclosure Form indicating whether or not the proposer is engaged in any business or trading for profit in Northern Ireland.

Insurance

In some cases, the proposer awarded the contract to supply materials, equipment or services will be required to provide an insurance certificate naming the City of Lakewood as an additional insured. Required coverage will be indicated on the "Insurance Requirements Checklist" which is enclosed.

Discrimination and Intimidation

The Contractor hereby agrees:

- I. That in the hiring of employees for the performance of work under the contract or any subcontract, no Contractor, subcontractor, or any person acting on behalf of either, shall, by reason of race, creed, sex, handicap or color, discriminate against any citizen of the State of Ohio in the employment of labor or workers who are qualified and available to perform the work to which the employment relates.
- II. That no Contractor, Subcontractor, nor any person acting on behalf of either shall, in any matter, discriminate against or intimidate any employee hired for the performance of work under the contract on account of race, creed, sex, handicap, or color.

R.C. Sec. 153.59

NON-COLLUSION AFFIDAVIT

State of _____,

County of _____, SS

_____ (the "Affiant"), being first duly sworn according to law states:

1. Individual Only: That the Affiant is an individual doing business under the name of _____ in the City of _____, State of _____;

Partnership Only: That the Affiant is the duly authorized representative of a partnership doing business under the name of

_____ in the City of _____, State of _____;

Corporation Only: That the Affiant is the duly authorized, qualified and acting _____, a corporation organized and existing under the laws of the State of _____; and that the Affiant of the partnership or corporation referred to above, as applicable, is filing herewith a bid to the City of Lakewood in conformity with the Contract Documents;

2. Individual Only: Affiant further states that the following is a complete and accurate list of the names and addresses of all persons interested in the contract for which the bid is being filed:

Affiant further states that the following attorneys represent Affiant:

Partnership Only: Affiant further states that the following is a complete and accurate list of the names and addresses of the members of the partnership:

Affiant further states that the following attorneys represent the partnership:

3. Corporation Only: Affiant further states that the following is a complete accurate list of the officers, directors and attorneys of the corporation:

President -

Vice President -

Secretary -

Treasurer -

Attorneys -

Directors -

and that the following officers are dully authorized to execute contracts on behalf of the corporation:

4. Affiant further states that the bid filed herewith is not made in the interest of or on behalf of any undisclosed person, partnership, company, association, organization or corporation; that such bid is genuine and not collusive or a sham; that the Bidder has not directly or indirectly, induced or solicited any other Bidder to file a false or sham bid, and has not, directly or indirectly, colluded, conspired, connived, or agreed with any Bidder or anyone else to file a sham bid or to refrain from bidding; that the Bidder has not in any manner directly or indirectly, sought by agreement, communication or conference with anyone to fix the bid price of the Bidder or of any other Bidder, or to fix any overhead, profit, or cost element of such bid price or that of any other Bidder, or to secure any advantage against the City or anyone interested in the contract for which the bid is filed; that all statements contained in the bid are true; that the Bidder has not directly or indirectly submitted the Bidder's bid price or any breakdown thereof of the contents thereof, or divulged information or data relative thereto, or paid or agreed to pay, directly or indirectly any money, or other valuable consideration for assistance or aid rendered or to be rendered in procuring or attempting to procure the contract above referred to, to any corporation, partnership, company, association, organization, or to any member or agent thereof, or to any other individual, except to such person or persons as herein disclosed to have a partnership or other financial interest with said Bidder; and that the Bidder will not pay or agree to pay, directly or indirectly, any money or other valuable consideration to any corporation, partnership, company, association, organization or to any member or agent thereof, or to any other individual, for aid or assistance in securing the contract above referred to in the event the same is awarded to

(Name of Bidder)

Further Affiant says not.

Affiant

Sworn to before me and subscribed in my presence this ____ day of _____,
20____.

Notary Public

AFFIDAVIT IN COMPLIANCE WITH SECTION 3517.13
OF THE OHIO REVISED CODE

STATE OF OHIO

COUNTY OF _____ SS:

I, the undersigned, after being first duly cautioned and sworn, state the following with respect to compliance with Section 3517.13 of the Ohio Revised Code:

1. I am the representative of and have the authority to make certificates for

_____, which entity may be or has been selected as a
(Name of Entity)
contractor/consultant/vendor for the City of Lakewood.

2. None of the following has **individually** made within the previous twenty four months and, if awarded a contract or contracts for the purchase of goods or services aggregating in excess of \$10,000 in a calendar year, none of the following **individually** will make, beginning on the date of the contract is awarded and extending until one year following the conclusion of the contract, as an individual, one or more campaign contributions totaling in excess of \$1,000, to the Mayor or any City Council member of the City of Lakewood or their individual campaign committees:

- a. myself;
- b. any partner or owner or shareholder of the partnership (if applicable);
- c. any owner of more than 20% of the corporation or business trust (if applicable);
- d. each spouse of any person identified in (a) through (c) of this section;
- e. each child seven years of age to seventeen years of age of any person identified in division (a) through (c) of this section (only applicable to contributions made on or after January 1, 2007).

3. None of the following have **collectively** made since April 4, 2007, and, if awarded a contract or contracts for the purchase of goods or services that aggregate in excess of \$10,000 in a calendar year, none of the following **collectively** will make, beginning on the date of the contract is awarded and extending until one year following the conclusion of the contract, one or more campaign contributions totaling in excess of \$2,000, to the Mayor or any City Council member of the City of Lakewood or their individual campaign committees:

- a. myself;
- b. any partner or owner or shareholder of the partnership (if applicable);
- c. any owner of more than 20% of the corporation or business trust (if applicable);
- d. each spouse of any person identified in (a) through (c) of this section;
- e. each child seven years of age to seventeen years of age of any person identified in divisions (a) through (c) of this section.

Signature: _____

Printed Name: _____

Title: _____

Sworn to before me and subscribed in my presence this _____ day of _____,
20____.

Notary Public: _____

My Commission Expires: _____

- I. The successful Bidder shall provide a properly executed statement which fulfills the requirements of Section 5719.042 of the Ohio Revised Code which provides as follows:

"After the award by a taxing district of any contract let by competitive bid and prior to the time the contract is entered into, the person making a bid shall submit to the district's fiscal officer a statement affirmed under oath that the person with whom the contract is to be made was not charged at the time the bid was submitted with any delinquent personal property taxes on the general tax list of personal property of any county in which the taxing district has territory or that such person was charged with delinquent personal property taxes on any such tax list, in which case the statement shall also set forth the amount of such due and unpaid delinquent taxes and any due and unpaid penalties and interest thereon. If the statement indicates that the taxpayer was charged with any such taxes, a copy of the statement shall be transmitted by the fiscal officer to the county treasurer within thirty (30) days of the date it is submitted.

A copy of the statement shall also be incorporated into the contract, and no payment shall be made with respect to any contract to which this section applied unless such statement has been so incorporated as a part thereof."

See attached personal property tax statements:

Statement "A"

Bidder not charged with tax delinquency.

Statement "B"

Bidder is charged with tax delinquency.

Either Statement "A" or Statement "B" should be reproduced on the Bidder's letterhead stationary and enclosed with the Bid Form.

[Balance of this page intentionally left blank.]

Statement "A" - Bidder Not Charged with Tax Delinquency

BIDDER'S AFFIDAVIT
PERSONAL PROPERTY TAX DELINQUENCY

Bid No. : _____

Personal Property Tax Certification
Required by Ohio Revised Code
Section 5719.042

Finance Director
City of Lakewood
12650 Detroit Avenue
Lakewood, Ohio 44107

Dear Sir:

Bidder Name

The undersigned hereby certifies that the Bidder to whom contract award is being considered was not charged with any delinquent personal property tax on the general tax list of personal property for any county in the State of Ohio at the time the bid was submitted for the above-referenced contract.

Name: _____

Title: _____

State of _____
County of _____, SS:

SWORN TO before me and subscribed in my presence this _____ day of _____,
20__.

Notary Public

Note: This affidavit is to be reproduced on the Bidder's letterhead and signed by the appropriate signatory before a notary public.

Statement "B" - Bidder Charged with Tax Delinquency

BIDDER'S AFFIDAVIT
PERSONAL PROPERTY TAX DELINQUENCY

Bid No. : _____

Personal Property Tax Certification
Required by Ohio Revised Code
Section 5719.042

Finance Director
City of Lakewood
12650 Detroit Avenue
Lakewood, Ohio 44107

Dear Sir:

Bidder Name

The undersigned hereby certifies that the Bidder to whom contract award is being considered has been charged with a delinquency regarding personal property tax on the general tax list of personal property for at least one county in the State of Ohio at the time the bid was submitted for the above-referenced contract. The amount of the due and unpaid delinquent taxes, including any due and unpaid penalties and interest thereon, is \$ _____. It is understood that this statement is to be signed by the party whose bid has been tentatively accepted, and must be affirmed under oath. If the statement indicates that the taxpayer was charged with any such taxes, a copy of the statement shall be transmitted by the Treasurer to the County Treasurer within thirty days of the date it is submitted. The statement must be incorporated into the contract before any payment can be made under the contract.

Name: _____

Title: _____

State of _____
County of _____, SS:

SWORN TO before me and subscribed in my presence this _____ day of _____,
20__.

Notary Public

Note: This affidavit is to be reproduced on the Bidder's letterhead and signed by the appropriate signatory before a notary public.

MACBRIDE PRINCIPLES DISCLOSURE STATEMENT

PRESCRIBED BY DIRECTOR OF PUBLIC WORKS PURSUANT TO ADMINISTRATIVE CODE
SECTION 111.10

INSTRUCTIONS:

The information requested herein must be supplied by all contractors and any subcontractors having more than a fifty percent (50%) interest in the proposed contract prior to any contract being awarded by the City of Lakewood.

Any such contractor or subcontractor who fails to disclose the requested information shall not be eligible to provide any goods or services whatsoever for use by the City in return for payments, fees or commissions from City funds.

Any such contractor or subcontractor who is awarded a contract to supply goods or services for use by the City in return for payments, fees or commissions from City funds, and who is subsequently deemed to have made a false statement shall be declared to have acted in default of its contract and shall be excluded from bidding for the supply of any goods or services for use by the City for a period of two years.

DISCLOSURE

CHECK WHICHEVER IS APPLICABLE:

- () A. The undersigned or any other controlling shareholder¹ subsidiary, or parent corporation of the undersigned is NOT ENGAGED IN ANY BUSINESS OR TRADING FOR PROFIT IN NORTHERN IRELAND. (If this paragraph applies, sign at bottom.
- () B. The undersigned or any controlling shareholder, subsidiary, or parent corporation of the undersigned is ENGAGED IN ANY BUSINESS OR TRADING FOR PROFIT IN NORTHERN IRELAND. (If this paragraph applies, proceed to paragraph "C".)
- () C. The undersigned and all enterprises identified in paragraph "B" are TAKING ALL LAWFUL AND GOOD FAITH STEPS TO ACTIVELY ENGAGE IN THE IMPLEMENTATION OF THE FAIR EMPLOYMENT PRACTICES KNOWN AS THE MACBRIDE PRINCIPLES FOR FAIR EMPLOYMENT IN NORTHERN IRELAND². If requested by the City, the undersigned agrees to supply to the Investor Responsibility Research Center (IRRC), and independent research agency, all data deemed necessary by the IRRC to determine if the undersigned and all said enterprises are engaged in the implementation of the fair employment practices known as the Mac Bride Principles³.

Name of Contractor or Subcontractor

By: _____

Title: _____

¹ "Controlling Shareholder": Any shareholder owning more than fifty percent (50%) of the stock in the corporation, or more than twenty-five (25%) of the stock in the corporation if no other shareholder owns a larger share of the stock in the corporation.

² A copy of the MacBride Principles can be obtained from the Director of Public Works (216) 521-7580.

³ An IIRC report shall provide a factual basis upon which the City may deem the undersigned or an enterprise in compliance with Section 111.10 of the Administrative Code of the City of Lakewood. Investor Responsibility Research Center, Inc., Suite 600, 1755 Massachusetts Ave., Washington, D.C. 20036, (202) 234-7500, Fax (202) 332-8570.

INSURANCE REQUIREMENTS CHECKLIST

Items marked "X" must be provided.

COVERAGE REQUIRED

MINIMUM LIMITS REQUIRED

<input type="checkbox"/> GENERAL LIABILITY (The following coverage must be included) Premises-Operations Independent Contractors/Subs Broad Form Contractual Broad Form Property Damage Explosion (X)	\$ _____ Combined Single Limit Per Occurrence Collapse (C) Underground (U) Personal Injury Products-Completed Operations Fire Legal Liability Employer's liability (Stop Gap)
<input type="checkbox"/> UMBRELLA LIABILITY	\$ _____
<input type="checkbox"/> AUTOMOBILE LIABILITY Owned, Hired, and Non-Owned Employee Non-Ownership	\$ _____ Combined Single Per Occurrence
<input checked="" type="checkbox"/> WORKER'S COMPENSATION <input checked="" type="checkbox"/> Workers' Compensation coverage in compliance with the laws of the State of Ohio	Statutory
<input checked="" type="checkbox"/> PROFESSIONAL LIABILITY (includes Errors & Omissions)	\$ <u>1,000,000</u>
<input type="checkbox"/> BUILDER'S RISK	_____ 100% Completed Value
<input type="checkbox"/> INSTALLATION FLOATER	_____ 100% Installed Replacement Value
<input type="checkbox"/> FLOOD INSURANCE	_____ 100% Completed Value or Maximum of Flood Program
<input type="checkbox"/> ENVIRONMENTAL IMPAIRMENT LIABILITY	\$ _____
<input type="checkbox"/> EMPLOYMENT PRACTICES LIABILITY	\$ _____

The certificate of insurance must show the "City of Lakewood" as an additional insured and give sixty- (60) days prior written notice of cancellation, non-renewal, or adverse change to the City of Lakewood.

Statement of Bidder and Insurance Agent

We understand the requirements requested and agree to fully comply.

Bidder

Insurance Agency

Authorized Signature

Authorized Signature

A completed copy of this form with ORIGINAL signatures must accompany proposal.

BIDDER QUALIFICATION STATEMENT

Must be submitted with Bid. Failure to comply can result in rejection of Bid.

All questions must be answered and the data given must be clear and comprehensive. If necessary, questions may be answered on separate attached sheets. The Bidder may submit any additional information he desires.

1. Bidder's Name _____
Name of Company _____

Business Address (Permanent Main Office) _____

City, State, Zip Code _____
2. Contact Name (printed): _____
3. Contact Name Phone No: _____
4. Contact Name Email Address: _____
5. Date Business was organized: _____ / _____ / _____
6. If bidder is a corporation, indicate where business is incorporated:

7. Indicate years engaged in contracting business: _____
8. General character of work performed by your company:

9. Have you ever failed to complete any work awarded to you?
_____ Yes _____ No If yes, indicate where and why:

10. Have you ever defaulted on a contract? _____ Yes _____ No

REFERENCES

GENERAL REFERENCES:

\$ _____
Project Cost

Project Name or Description of Project

Project Owner

Address

City State Zip

Contact Name () Phone Number

\$ _____
Project Cost

Project Name or Description of Project

Project Owner

Address

City State Zip

Contact Name () Phone Number

\$ _____
Project Cost

Project Name or Description of Project

Project Owner

Address

City State Zip

Contact Name () Phone Number

GOVERNMENT AGENCY REFERENCES:
(State, City, Public Schools, Park Systems)

\$ _____
Project Cost

Project Name or Description of Project

Project Owner

Address

City State Zip

Contact Name () Phone Number

\$ _____
Project Cost

Project Name or Description of Project

Project Owner

Address

City State Zip

Contact Name () Phone Number

\$ _____
Project Cost

Project Name or Description of Project

Project Owner

Address

City State Zip

Contact Name () Phone Number



OHIO ASSOCIATION OF CHIEFS OF POLICE, INC.

March 9, 2018 (amended 3/22/2018)

City of Lakewood

Ms. Kim Smith – Purchasing Manager
City of Lakewood - Division of Purchasing
12650 Detroit Avenue
Lakewood, Ohio 44107
Reference: RFP No. 18-004-Promotional Exams

Dear Ms. Smith:

The Ohio Association of Chiefs of Police (OACP), Division of Advisory Services is pleased to submit this enclosed "Proposal For Services" for the City of Lakewood relative to our Written Examination and Assessment Center Process for the positions of Sergeant, Lieutenant and Captain within the Lakewood Police Department. Also enclosed is a "Cost Proposal."

I will be the representative of OACP responsible for communicating with officials of the City of Lakewood concerning this proposal. I can be contacted at: joel.brown@oacp.org or 614-761-4618, and by cell phone at 614-357-2945. The proposal is valid for 120 days from the date of March 16, 2018.

Sincerely,

Joel Brown

Enclosures





COPY

OHIO ASSOCIATION OF CHIEFS OF POLICE, INC.

March 9, 2018

City of Lakewood

Ms. Kim Smith – Purchasing Manager
City of Lakewood - Division of Purchasing
12650 Detroit Avenue
Lakewood, Ohio 44107
Reference: RFP No. 18-004-Promotional Exams

Dear Ms. Smith:

The Ohio Association of Chiefs of Police (OACP), Division of Advisory Services is pleased to submit this enclosed "Proposal For Services" for the City of Lakewood relative to our Written Examination and Assessment Center Process for the positions of Sergeant, Lieutenant and Captain within the Lakewood Police Department. Also enclosed is a "Cost Proposal."

I will be the representative of OACP responsible for communicating with officials of the City of Lakewood concerning this proposal. I can be contacted at: joel.brown@oacp.org or 614-761-4618, and by cell phone at 614-357-2945. The proposal is valid for 120 days from the date of June 13, 2013.

Sincerely,

Joel Brown

Joel Brown
513-486-1830

Enclosures



OHIO ASSOCIATION OF CHIEFS OF POLICE, INC.

March 9, 2018

COPY

City of Lakewood
Police Promotional Examinations
Reference: RFP No. 18-004

C. Cost Proposal

1. Period of Contract and Renewal Options - Agreed

2. Costs

a. Total costs – First Year and Subsequent Renewal Years

Since our fee structure is dependent upon the number of candidates involved at each level, the tables on the next two pages below can be used to determine the cost for each rank by projecting the number of candidates included in the Assessment Centers and number of candidates taking the IACP Written Examination.

b. Costs for Additional Tasks - none

c. Costs for First and Second Renewal Years - The prices as shown will likely remain the same as the initial year, but we reserve the right to increase the prices by up to 3% for both of the two renewal years.

d. Costs will remain firm during each specific twelve-month contract period.



OHIO ASSOCIATION OF CHIEFS OF POLICE, INC.

2018 FEES FOR IACP WRITTEN EXAMINATION

**IACP Written Examination Fees
For Each Rank Tested**

(Includes, written examination, scoring, proctor & assistance with protest period. Excludes costs of text materials.)

\$1,640.00 (1-10 candidates)
\$1,960.00 (11 – 20 candidates)
\$2,280.00 (21 – 30 candidates)
\$2,700.00 (31 – 40 candidates)
\$3,020.00 (41 – 50 candidates)
\$25.00 per test For each test over 50

Effective 1/01/2018



OHIO ASSOCIATION OF CHIEFS OF POLICE, INC.

2018 FEES FOR ASSESSMENT CENTER SERVICES

OACP Assessment Center Fees* For Each Rank Tested Includes Pre-Assessment Meeting/Process, Assessment Center and Scoring/Final Report**.

\$4,800.00 (1 or 2 candidates – 1/2 day)
\$5,400.00 (3 to 6 candidates – 1 day)
\$5,800.00*** (7 candidates – 1 day)
Add \$3,000.00 To the 1-day cost for up to 6 additional candidates & 1 additional day required (8-12 candidates = \$8,400 and 13-18 candidates = \$11,400)

*OACP Assessment Center fees are "not-to exceed" and include all travel and other expenses. Cost savings may occur when multiple ranks are scheduled and when they are scheduled on consecutive days.

**Assessment Center Final Reports now include tables and charts that depict each candidate's score on Exercises and Dimensions. Each candidate's score is also compared in the charts and tables to the average score. Final Reports no longer contain narratives relative to each candidate's performance. Narratives are still available, but at a rate of \$60 per narrative.

***At 8 candidates, a 2-day Assessment Center is required.

Effective 1/1/2018

B. Technical Proposal

1. Technical Approach:

a. Written Examination

Through the International Association of Chiefs of Police (IACP), the Ohio Association of Chiefs of Police (OACP) provides written promotional examinations for all police ranks. For the written examination, candidates will use a single textbook which includes a compilation of material from five other recent textbooks. The written examination is a content-based, multiple choice, examination over the materials in the textbook, **International Association of Chiefs of Police Promotional Examination Preparation Manual, 1/e.** (See Attachment 1) The textbook costs are not included in the cost of the written examination to the Client. The textbooks will need to be purchased either by the candidates or the Client. It is recommended that at least a 60-day time interval, from the time the candidates receive the reading list, be allowed to provide candidates time to prepare for the written examination. A minimum of 45 days for study can be accommodated by IACP, but the 60-day limit is preferred.

Supervisory and incumbent officers for the rank being tested complete a combined survey that includes a job task analysis (importance and time spent) and a review of the content of the reference materials to determine relevancy. The content of the promotional exams rely upon these responses.

That information is sent to IACP, who then develops a test based on that survey. The validity of the examination is based upon the determinations of relevancy obtained by the promotional position supervisors and incumbents and the job task analysis. The OACP receives the test, proctors the exam, returns the written examinations to the IACP and then reports the score results to the Client within one week or as determined by any protest period.

It is important to note that these are not standard "off the shelf" tests; rather, their test questions are selected as a result of the officers' job analysis. Tests are specific to the promotional level and different tests will be developed and administered for the positions of Sergeant and Lieutenant. A proctor will be provided by OACP. The tests contain 100 questions with up to 3 hours for completion. Candidates typically complete the written examinations in much less time.

The written examinations are prepared by the International Association of Chiefs of Police located in Alexandria, Virginia and their team which includes an industrial psychologist and professional test makers. They are sent to the OACP proctor who will have custody of them until the time of the examination. At no time prior to the examination is the test in the custody of the Client. The proctor administers the examination and takes the following actions to ensure the security of written examinations:

- Makes certain envelopes containing written examinations remain sealed.
- Sends written examinations by accountable mail.
- Monitors the process by which the Client verifies the identity of the candidates being tested.
- Makes certain that candidates have only written examinations and answer sheets in possession during testing.
- Maintains constant observation during the complete testing.

When the written examinations are completed, they are promptly sent to IACP by certified mail. The proctor consults with the Client concerning information (test booklets, answer key answer sheets) required by the Client during any required protest period. IACP experts will respond to any questions raised about examination reference materials, questions or answers during the protest period.

The examinations for the two positions, Sergeant and Lieutenant can take place on one day or can be scheduled for two separate days, depending upon the preferences of the Client. Typically, the examinations take place on a Saturday, but can be conducted on a weekday or evening.

Over many years of using IACP's written examinations, it is very rare for OACP to have a challenge of a test question, and these few challenges have never continued beyond any decision by a Civil Service Commission.

b. Assessment Center

The Assessment Center process is being utilized to measure the capability of candidates beyond the standard written exam. The Assessment Center process, which consists of both oral and written exercises, is administered by consultants who are available through the Advisory Services Division of the Ohio Association of Chiefs of Police. The assessment team, which conducts the assessment, includes three experienced and trained law enforcement experts, one of whom is designated as the Lead Consultant.

It is important to note our consultants are representative of Ohio's diverse population in terms of race and gender. While OACP will suggest the makeup of the team, the Client has the final choice of assessment team members. Biographic information for these individuals is provided to you, the Client, immediately upon your decision to use our services. Guidelines OACP uses in recommending team members include:

- Team members should come from a similar sized police department.
- The consultants should not come from nearby agencies. (This is done to eliminate bias as perceived by candidates.)
- The diversity of the assessment team may be important to the Client in matching the diversity of the community and/or police department. Candidates will be provided bios of proposed consultants in case there is an appropriate reason for the candidates to request that a consultant not be used.

The Pre-Assessment: When the decision is made to use the assessment process, the Lead Consultant conducts a Pre-Assessment that includes a one-day, on site meeting and an on-line Job Task Survey. For the Pre-Assessment meeting, much of the time will be spent thoroughly reviewing the positions involved and gathering information about the positions, the Lakewood Division of Police, and the City of Lakewood.

The Lead Consultant meets with those officials involved in making the decisions relative to the employment process and with supervisors and incumbents in the promotional positions. At that time and through previous communications, decisions will be made about which assessment exercises will be used and which dimensions will be measured. Information will be collected and used in constructing the content of the exercises.

Also during the Pre-Assessment, a Job Task Survey will be administered. Names and email addresses will be collected of 3-4 supervisors and 3-4 incumbents in the three promotional positions. If there are not 3-4 supervisors or incumbents of the upper level positions, fewer will be used. It is important that each individual who takes the Job Task Survey be very familiar with the promotional position. The Job Task Survey is administered online via email and generally takes 30 to 45 minutes. It is important to note that the Job Task Survey provides important information to the Lead Consultant to use in design the Assessment Centers and makes the entire process compliant with Federal law.

Assessment Center Exercises: Candidates remain anonymous to the assessment team members, are assigned letters of the alphabet, and are addressed as Mr. A or Ms. B in order to insure fairness

The Assessment Center process includes three or four exercises from five (5) different exercises, including: In-Basket, Oral Presentation, Group Discussion, Written Problem Solving, and Counseling Session. (See Attachment 2) Both written and oral exercises are used to measure each individual's abilities to command, to manage work efficiently and effectively, and to work with others. The exercises that are to be used are determined with the help of the Client at the time of the Pre-Assessment meeting. Each exercise is designed and scored using the professional judgment of the Lead Consultant and Assessors involved

At the conclusion of each exercise, the assessment team members score the candidates as to how well each did with the exercise. Predetermined dimensions within each exercise are used against which each candidate's behavior is measured.

Merits of Assessment Approach: This process recognizes that the Sergeant, Lieutenant and Captain promotional levels require much higher thinking skills than can be measured through multiple-choice examinations. As a result, IACP and OACP have identified eight Dimensions that are important to be measured. Each of the three positions is unique and will require different emphasis in terms of how these eight Dimensions are measured. Determining the importance of each Dimension for each promotional position is really what occurs during the Pre- Assessment, using information from the on-sight visit and the results of the Job Task Survey.

The following are the eight IACP/OACP Dimensions measured during the exercises that comprise the Assessment Center.:

Oral Communication - Effectiveness of spoken expression in individual and group situations (including gestures and non-verbal communication).

Written Communication - Effectiveness of expression in writing. **Interpersonal Insight** - Perceiving and reacting to the needs of others and understanding the impact of self on others.

Problem Analysis - Skill in identifying problems, securing relevant information and identifying possible causes of problems.

Judgment - Ability to develop alternative solutions to problems, to evaluate courses of action, and to reach logical decisions.

Decisiveness - Readiness to make decisions, render judgment, take action, and commit oneself.

Planning and Organization - Ability to efficiently establish an appropriate course of action for self or others to accomplish a specific goal, to make proper assignments of personnel, and to use resources appropriately. **Delegation and Control** -

Effectiveness in direction, monitoring, assessment and development of subordinates.

Six Candidates per Day: Six candidates can be accommodated each day. For an additional charge, a seventh candidate may be included. So that fatigue does not set in for either the candidates or consultants, if more than seven candidates are to be included in the Assessment Center, an additional day is scheduled for the next day. When more than one rank is assessed, Assessment Centers can be scheduled back-to-back, which saves money, or can be scheduled in subsequent weeks. Normally Assessment Centers are scheduled over a weekend, but they can occur on weekdays. Typically, the Assessment Center lasts the entire day.

Results: When the Assessment Center is completed, a numerical score (typically based on a 1 – 100 scale) and ranking of the candidates are established and available for the Client within 3 days. A Final Report (See Attachment 3) is sent within 2 weeks. OACP Advisory Services has received permission from Highland Heights and the Lead Consultant involved in that Assessment Center to distribute this document. However, we request that only those involved in evaluating this proposal be given copies of this Final Report.

Evaluating the Process: Reliability and validity are important concerns relative to the Assessment Center process. As nearly as possible, the format of the OACP Assessment Center process is the same from assessment to assessment even though the content and exercises may change. The information included in the final report is as detailed as possible and is always linked to the Dimensions being measured.

To ensure that validity is strong, OACP ascribes to the *Guidelines and Ethical Considerations for Assessment Center Operations as promulgated by the International Task Force on Assessment Center Guidelines*. This document can be found at:

<http://www.assessmentcenters.org/Assessmentcenters/media/2014/2014-Final-Presentations/International-AC-Guidelines-6th-Edition-2014.pdf>

For the over 1000 Assessment Centers conducted by OACP Advisory Services, there have only been two challenges brought to the Civil Service level. One was dismissed by the Civil Service Commission and one was withdrawn by the candidate. There have been no challenges at any legal level beyond Civil Service.

Every Assessment Center is evaluated by the candidates and the Client with the evaluations being used to improve the process. (See attachment 4.) The Advisory Services Policy Committee helps to direct and monitor the activities of the police management consultants. This committee oversees the application process for interested consultants, grants approval of consultants and manages the process of assigning them to particular Clients. The committee provides a continuing review to ensure that the process is being conducted in an objective and professional manner.

2. Additional Work: No additional work is identified.

3. Consultant Capability:

The OACP has been providing law enforcement services since 1928, with assessment centers, written examination and organizational studies being conducted since 1985. The OACP Advisory Services Division has conducted over 1000 Assessment Centers and 17 management reviews (organizational studies) throughout Ohio. Assessment Centers conducted by OACP Advisory services have evolved to a high level of technical sophistication. Using information obtained from both the pre-assessment meeting and job task analyses, Lead Consultants design exercises that connect benchmarks of performance to Dimensions measured. The Assessment Team then scores candidate performance and the results are reported both as raw scores and as comparisons of how each candidate performed relative to the entire group being evaluated. The Lead Consultants who conduct the Assessment Centers and the Assessors who help them evaluate the candidates are required to receive additional training from experts on an annual basis.

OACP is pleased to provide a list of recent Clients who recently have used OACP police management consultants. (See Attachment 5) We encourage perspective Clients to contact other Clients and obtain their thoughts on how the process worked for them. It is noted that those who use the OACP Assessment Center approach and management reviews/organizational studies tend to keep using the process.

4. Other:

The OACP Advisory Services Division and its consultants comply with all State and Federal employment regulations, ADA, gender and minority fairness rules, and the Civil Rights Act.

If a review period for the written examination has not been established by the Civil Service Commission, one will be recommended at the time of the Pre- Assessment meeting.

In the event that litigation occurs, officials from the IACP and OACP will be available to testify.

OACP is interested in either the written examination portion of this RFP or the Assessment Center portion or both.

Finally, a brief summary of our process and its benefits is included as Attachment 6.

The Ohio Association of Chiefs of Police does not and will not discriminate against any person, employee, or applicant for employment because of race, creed, color, religion, gender, national origin, ancestry, age or disability.



The Ohio Association of Chiefs of Police

Attachment One



READING LIST

IACP Promotional Examination System

TITLE	PUBLISHER
<i>Police Resources: IACP Promotional Examination Preparation Manual.</i> Ver. 1203. ISBN 1-256-99930-X. ISBN 1-256-26456-3 can also be used. The content is identical.	Pearson. Click "Purchase Book" on http://www.pearsoncustom.com/us/iACP/

If you have questions please contact:

Andrey Pankov, Senior Program Manager, Education
International Association of Chiefs of Police
44 Canal Center Plaza, Suite 200
Alexandria, Virginia 22314-2357
703-647-6847
pankov@theiacp.org



IACP PROMOTIONAL EXAMINATION SYSTEM CANDIDATE PREPARATION GUIDE

This guide is provided to help you prepare for the upcoming promotional examination. The examination has been designed to test your knowledge in areas critical to success in the position for which you are competing. Written testing is an important component in the selection procedure. Through careful and diligent preparation, you can maximize your opportunity to obtain the promotion you are seeking. The first page of this document lists the source material from which examination questions will be drawn. You should carefully read and study this material.

THE EXAMINATION

The test itself will consist of multiple-choice questions covering knowledge relevant to success in the target job. The items are directly based on the source material on the reading list. There are no deceptive or trick questions. The test questions will be in a booklet, and you will record your responses on an answer sheet. You may wish to practice taking this type of test, particularly if you are unfamiliar or uncomfortable with the format, or if you have not taken such an examination recently.

SAMPLE TEST QUESTION

According to *the IACP Promotional Examination Preparation Manual*, having _____ power is to become liked or respected to such a degree that subordinates willingly follow orders.

- A. legitimate
- B. reward
- C. referent
- D. expert

Answer: **C** Source: *IACP Promotional Examination Preparation Manual*, p. 9

PREPARING FOR THE EXAMINATION ***The SQ3R Method of Study***

- I The development of the SQ3R method of study took place in the military where soldiers had to learn materials rapidly. It was found that students achieved marked success in their studies by following a systematic method of study. Habits from reading fiction often make textbook reading very difficult. Most people read fiction for enjoyment, not to remember what is in the book. If this attitude is carried over into textbook reading, the reader deludes him/herself into thinking that because he/she comprehends the material at the moment of reading, it will be remembered and unconsciously organized as answers to his/her questions. This is not the case. Textbook reading requires a more active, inquiring approach. While SQ3R is not the only effective approach, it is one proven method of study.

II. The SQ3R Method of Study – Five Steps.

A. Survey

1. The reader should glance over chapter title, headings, and summary, as well as graphs, pictures, and charts, to see major points that will be developed.
2. The survey should take no longer than one minute.
3. It will show the three to six core ideas around which the discussion will cluster.
4. This initial orientation helps organize the ideas as one reads them later.

B. Question

1. The reader should turn the chapter title and first heading into a question. This helps arouse his/her interest and curiosity and so increases comprehension.
 - a. Questions bring to mind information already known.
 - b. Questioning makes main ideas and important details stand out.
2. Turning headings into questions can be done at the instant of reading the heading.
 - a. Questioning demands a conscious effort on the reader's part to make a question for which he/she must read to find the answer.
 - b. The reader may have to write out heading-questions for a while until this becomes a fixed habit of study.

C. Read

One should read to answer the question he/she asked about the first heading and make this an active search for the answer.

D. Recite

After reading the section under the first heading, the reader should:

1. Look away from the book and briefly try to recite the answer to his/her question.
2. Use his/her own words: name an example to illustrate the answer.
3. Scan the section again if he/she cannot clearly remember what it says.
4. Without looking at the book, jot down *cue phrases* in outline form. These become working notes.

Note: *Repeat these steps on each succeeding headed section in the material.*

E. Review

When the reader has finished reading the material and has made working notes, he/she should look them over to get a synopsis of the points and how they are interrelated. He/she should:

1. Cover notes and try to recall the major points; check for accuracy.
2. Consider each major point and try to recall the subpoints listed under it.

Note: *One worthwhile outcome of this study method is that the headings-turned-into-questions often appear as questions on examinations.*

III. Some Additional Information for Efficient Study.

A. Use cues from your reading list materials.

1. Look for major points and subpoints.
2. Look for typographical cues, especially headings in the book; are they centered or indented headings?
3. Look for topical and summary sentences.
4. Look for numbers, e.g., "three kinds", "four causes", followed by sentences or phrases set off by (1), (2), (3), or (a), (b), (c), or "First," "Second," "Thus," "Briefly then."

B. Immediate recitation of the section inhibits forgetting.

1. Best method of recitation: rereading a heading, then jotting down, from memory, the main idea or key phrase. These are called *cue phrases*.
2. A poor method: just underlining text. This method does not force one to verbalize or state one's own comprehension of material.

C. Distributed study over a several shorter periods is more effective than intensive study for long periods of time.

1. Allowing breaks between studying subjects improves retention and inhibits forgetting.
2. Scheduling definite breaks between new subjects being studied keeps one's mind on the new material. Otherwise, there is a tendency to take a break during the middle of study, which disrupts the train of thought.
3. A thorough review of all material during the days just before the examination is important, but **do not** delay all study until the night before the exam. Schedule your study so that you make the best use of all the preparation time available.



The Ohio Association of Chiefs of Police

Attachment Two

Ohio Association of Chiefs of Police
Advisory Services

ASSESSMENT CENTER EXERCISE MENU

(All exercises are chosen and designed after consultation between the Lead Consultant and Client or the Client's designee. Each exercise typically contains content that is both relevant and unique to the position and the agency.)

IN-BASKET

Many of the projects and problems that confront supervisors/managers within a police organization first come to their notice through their in-basket. The In-Basket exercise closely simulates the day-to-day administrative and decision-making activities of a supervisor/manager in an actual working situation. The candidates are given scenarios typical of the promotional position and instructed to solve problems and make recommendations within a designated period. The items in the In-Basket exercise are a measure of the candidate's potential for performing in an actual situation. This enables the assessors to evaluate each candidate's performance to determine the degree to which the candidate's actions and decisions demonstrate sound management principles and are aligned with the expectations of both the police organization and community.

WRITTEN PROBLEM-SOLVING

The purpose of a Written Problem-Solving exercise in a police assessment center is to test the candidate's skills in identifying and understanding a problem, in gathering appropriate information, and in documenting a potential solution or solutions. Critical to this exercise is the candidate's formal writing ability and skill to translate his or her mental processes into a logical documented form. This exercise is designed to test the candidate's ability to formulate situational data and related facts into a workable plan of action within a specific period.

GROUP DISCUSSION

(Can be used with at least 3 and no more than 4 candidates and no more than 4 Dimensions)

Group Discussion is an exercise with a set time limit. Through discussion, candidates attempt to reach consensus on a solution to a problem or problems given to them by the assessors. Candidates display their willingness and ability to organize and process information, personally influence others, listen to other ideas, and negotiate a workable solution. Assessors observe and evaluate candidate behavior in this group setting. Therefore, it is essential that the candidates demonstrate their ability to interact with others in a positive manner.

ORAL PRESENTATION

The Oral Presentation exercise gives assessors an opportunity to observe and evaluate a candidate's ability to present ideas or tasks to an individual or group, with or without preparation. The candidate's use of non-verbal communication is also observed and evaluated. By choosing a relevant topic, assessors are provided an opportunity to evaluate the candidate's knowledge in that area. This exercise measures the candidate's ability to comprehend information presented, to give an oral presentation in a clear, concise, and logical manner, and to respond appropriately to any follow-up questions.

COUNSELING SESSION

A trained, experienced "role player" brings to the Counseling Session a scenario that has been designed by the lead consultant after discussions with the client. A Counseling Session is a form of interpersonal, face-to-face communication that takes place between the candidate and role player. A candidate must be aware that his or her every word or gesture during the Counseling Session may, in some way, affect the perception of the individual being counseled. A candidate must demonstrate the ability to motivate work performance, correct misbehavior or misperceptions, provide key information, direct actions towards an appropriate solution, develop effective working relationships, demonstrate flexibility, analyze problems, and use effective oral communications. Candidates should be cognizant of what is said and how it is said. Candidates must show they possess excellent listening skills. The candidate's attention to the body language and the responses of the role player is evaluated to determine how the candidate received and processed information.

Ohio Associations of Chiefs of Police
Advisory Services

OACP/IACP Dimensions

Oral Communication

Effectiveness of spoken expression in individual and group situations (including gestures and non-verbal communication).

Written Communication

Effectiveness of expression in writing.

Interpersonal Insight

Perceiving and reacting to the needs of others and understanding the impact of self on others.

Problem Analysis

Skill in identifying problems, securing relevant information and identifying possible causes of problems.

Judgment

Ability to develop alternative solutions to problems, to evaluate courses of action, and to reach logical decisions.

Decisiveness

Readiness to make decisions, render judgment, take action, and commit oneself.

Planning and Organization

Ability to efficiently establish an appropriate course of action for self or others to accomplish a specific goal, to make proper assignments of personnel, and to use resources appropriately.

Delegation and Control

Effectiveness in the direction, monitoring, assessment and development of subordinates.

3/9/2010



The Ohio Association of Chiefs of Police

Attachment Three

**OHIO ASSOCIATION OF CHIEFS OF POLICE
ASSESSMENT CENTER REPORT**

Prepared For:
The City of Highland Heights Civil Service

Position:
Sergeant

Assessment Center Conducted:
Saturday, November 12, 2016



Report Prepared By:

Chief (ret.) Ron Michalec, Lead Consultant
Chief (ret.) Patrick Nealon, Assessor
Major (ret.) Charles Caldwell, Assessor

The City of Highland Heights Civil Service, hereinafter referred to as CLIENT, and the Ohio Association of Chiefs of Police, Advisory Services Division, jointly acknowledge that the Final Report is a public document and that those requesting copies should do so from the CLIENT. If this Final Report or any portion of this Final Report is released by the CLIENT, the CLIENT has agreed that their representatives will not add anything to the Final Report document or delete or change any portion of this document without adding a notice describing the action taken in modifying this Final Report document.



**OHIO ASSOCIATION OF CHIEFS OF POLICE
Advisory Services**

**HIGHLAND HEIGHTS POLICE DEPARTMENT
ASSESSMENT CENTER FOR POLICE SERGEANT**

Saturday, November 12, 2016

PRE-ASSESSMENT BACKGROUND

**THE CITY OF HIGHLAND HEIGHTS & HIGHLAND HEIGHTS POLICE
DEPARTMENT**

The City of Highland Heights is located in Cuyahoga County near Interstate Rt. 271 and I-90 between the cities of Willoughby Hills, Mayfield Village, Mayfield Heights, Lyndhurst, and Richmond Heights, Ohio. It is 5.15 square miles in area and home to 8,345 residents (2,779 households). The city demographics are 93.18% White, 1.39% African American, .45% Hispanic, 4.6% Asian, and .01% Native American. The City of Highland Heights has a strong Mayor/Council form of government. In 2015, the police department budget was 3.8 million dollars.

The majority of businesses in Highland Heights are located in the area of Alpha Drive. The city's commercial and industrial composition is as follows: manufacturing (16%), finance and insurance (11%), professional, scientific and technical services (11%), healthcare and special assistance (10%), retail trade (9), and wholesale trade (6%). The police department rates their relationship with the business community as 'excellent'.

The City of Highland Heights is a part of the Mayfield City School District. The only schools located in the city are the Millridge School for the Hearing Impaired and St. Paschal-Bayton (the local Catholic parish). The police department considers its relationship with the schools as "excellent."

There is one wrote media source covering police events in the city. It is the Sun Messenger and the Cleveland Plain Dealer. Local television outlets are channels WEWS (ABC), WKYC (NBC), WOIO (CBS), and WJW (FOX). The department's relationship with the media is considered 'good'.

The police department is serviced by the Lyndhurst Municipal Court, the Cuyahoga County Common Pleas Court, and the Cuyahoga County Juvenile Court. The relationship between the courts and the police department is considered excellent.

The basic crime and/or law enforcement concern within the city are is crimes against property (burglary and larceny.) In 2015 there were a total of 143 Part I offenses. One hundred thirty-six of the reported Part I offenses were theft/larceny. The police department answered 19,027 calls for service and investigated 269 traffic accidents.

The police department has mutual aid contracts with all of the surrounding jurisdictions as well as the County Sheriff.

The Highland Heights Police Department is comprised of a chief of police, one lieutenant, five sergeants, 15 police officers, three reserve officers (one white male, one white female, and one African-American male), one police administrative assistant, one police community specialist/T.A.C. administrator, one police clerk, four dispatchers (full-time), three dispatchers (part-time), eight auxiliary police officers, and six crossing guards. The newly appointed sergeant will be working in the patrol division. The department has a detective sergeant and one detective in its investigative unit.

The department is comprised of the following:

- Patrol Unit
- Investigative Unit
- Court Liaison Unit
- Communications Unit
- Jail Management Unit
- Records Unit
- Training Unit
- Auxiliary Police Unit
- School Safety Guards Unit
- D.A.R.E. Unit
-

The department's demographics are 21 white males, 1 white female; and the remaining civilian personnel are white females.

The Ohio Patrolmen's Benevolent Association represents the sergeants, police officers and police dispatchers.

The agency did not have any suspensions, demotions or terminations in 2015. Morale within the department is considered "excellent."

The department is currently accredited through the CALEA process. The department encourages and provides in-service training to its members. The following areas of training were conducted in 2015: Administrative/Supervision (9 courses); Criminal Investigation (4 courses); Patrol (8 courses); Weapons (3 courses); Dispatcher Training (4 courses).

POLICE DEPARTMENT MISSION STATEMENT

"Our Department's mission is to create an atmosphere to preserve the safety and security of the community by providing quality police service in a fair and impartial manner. We believe this can be accomplished by a pro-active police agency with the ability to interact and respond to community needs, emphasizing integrity and professionalism."

The Department's core values are integrity, fairness, respect and service.

DEPARTMENT GOALS & OBJECTIVES

- To maximize the level and quality of police services to create and maintain a feeling of safety and security in the community.
- To reduce the opportunities for the commission of some preventable crimes by pro-active patrol, educating the public and other measures.
- To protect persons and property, by identifying and apprehending criminal offenders, investigating criminal activity, recovering stolen property and assisting the prosecution and conviction of offenders.
- To facilitate the safe and smooth flow of vehicular and pedestrian movement in the city with minimum loss of life and property.
- To provide the Highland Heights community with an efficient, well-trained law enforcement agency, physically fit to respond to any situation.

DEPARTMENTAL OBJECTIVES 2016

Community Service

Prompt response to citizens' requests for service and assistance and maintain a response time of less than five minutes for non-emergency calls and three minutes for emergency calls.

Community Relations

Continue the community policing programs in 2016 such as crime prevention and school liaison and continue A.L.I.C.E. training for the school system.

Criminal Investigation

Increase the training of patrol personnel emphasizing preliminary investigations and follow up criminal investigations. Establish a Case Screening System that specifies the criteria for continuing or suspending an investigation.

Traffic Safety

Increase the level of apprehension, detection and removal of alcohol and drug impaired drivers on municipal streets by five percent.

Increase the enforcement of hazardous moving violations by 10%, using selective enforcement methods and speed enforcement details.

Agency Training

Complete and implement all CALEA policies, regarding the Recognition Program.

Implement training for patrol personnel in constitutional requirements, arrest procedures, search and seizure, interrogations and bias based policing.

Increase employee training in reporting through development of skills in use of Mobile Data Terminals, Computer Aided Dispatch and LEADS System.

Increase officer skills in OVI arrests, self-defense techniques and vehicle pursuits by increased training in tactics, procedures and protocol.

IDENTIFIED LEADERSHIP DIMENSIONS & EXERCISES USED IN THE ASSESSMENT CENTER

Oral Communication – Effectiveness of spoken expression in individual group situations (including gestures and non-verbal communication.)

Interpersonal Insight – Perceiving and reacting to the needs of others and understanding the impact of self on others.

Decisiveness- Readiness to make decisions, renders judgment, take action, and commit oneself.

Delegation and Control – Effectiveness in direction, monitoring, assessment and development of subordinates.

Judgment – Ability to develop alternative solutions to problems, to evaluate course of action, and to reach logical decisions.

Problem Analysis – Skill in identifying problems, securing relevant information and identifying possible causes of problems.

Those exercises were:

- Role Play Presentation
- Group Discussion
- Oral Presentation

ASSESSOR BIOGRAPHICAL INFORMATION

Chief (retired) Ron Michalec Lead Assessor

Chief Ron Michalec has 35 years in law enforcement and is currently an Assistant Professor in the Public Service Technologies Department/Criminal Justice Studies at the University of Akron and part time instructor at the Ohio Peace Officer Training Academy in Richfield, Ohio. Prior to his current position, he served 4 years with the Pepper Pike Police Department. He retired with 30 years of law enforcement service after serving 13 years as Chief of Police for The Ohio State University where he was in command of 69 employees including 56 full-time sworn officers. He also served as Chief of Police for the Villages of Munroe Falls, Ohio and Hudson, Ohio. Chief Michalec holds both a Bachelor's degree in Secondary Education and a Master's in Technical Education from the University of Akron.

While Chief of Police at Hudson, he taught Criminal Justice Administration courses on a part-time basis at Akron University. He is certified as an instructor by the Ohio Peace Officer's Training Council. Chief Michalec has participated in numerous law enforcement educational courses.

Chief Michalec is a member of both the International Chiefs of Police and the Ohio Association of Chiefs of Police. He was selected as a Police Management Consultant within the Advisory Services Division of the Ohio Association of Chiefs of Police in 1991. He has conducted assessments for Lebanon, Bellefontaine, Upper Arlington, Painesville, Elyria, Fairfield, University of Cincinnati, North Olmsted, Heath, University of Toledo, Newark, Mansfield, Miami Township, Beaver Township, Willoughby, Hudson, Groveport, Oregon, Boardman Township, Maple Heights, Brunswick, Girard, Springfield, Ashtabula, Rocky River, Ashland, Columbia, Westlake, and Bay Village. Chief Michalec successfully completed the annual Assessment Center Training conducted by the Ohio Association of Chiefs of Police for each year from 2002 through 2015.

Chief (retired) Patrick Nealon
Assessor

Patrick Nealon began his 36-year career in law enforcement in June of 1977 as a Patrolman with the Fairview Park Police Department. He was promoted through the ranks and in 1990 he assumed the duties of Chief of Police. He served as Chief for over 23 years until his retirement in 2013.

Chief Nealon received a Bachelor's of Arts in Psychology from Cleveland State University in 1976 and is a graduate of the 187th Session (1996) of the FBI National Academy.

He is past President of the Cuyahoga County Police Chief's Association (1999) and served as Chairman of the Westshore Enforcement Bureau (WEB) in 1990, 1996, 2002, and 2008. Chief Nealon also served as Chairman of the Cuyahoga Regional Information Services (CRIS) Board of Advisors in 1999.

Chief Nealon has served as a member of the adjunct faculty at Lorain County Community College in the Criminal Justice Studies Program for over 25 years.

He is a veteran of the United States Army (1971-1972) and was a member of the Westshore Enforcement Bureau SWAT Team for 5 years.

In 2008 Chief Nealon received the prestigious "Champion Award" from the Alcohol and Drug Abuse Prevention Association of Ohio.

Chief Nealon has participated in assessments in Lakewood, Eastlake, Wooster, Girard, Strongsville, Sandusky, Perkins Township, Wickliffe, Chardon, Euclid, Gates Mills and Maumee.

Major (retired) Charles H. Caldwell
Assessor

Charles H. Caldwell is a native of Northeast Ohio and has worked 49 years in law enforcement. His career began in 1966 with a brief stint with the Ohio State Highway Patrol as a Cadet Dispatcher. He then served four years with Painesville City as a Patrol Officer; 19 years with the Lake County Sheriff's Office, working through the ranks to Chief Deputy; 16 years as Chief of Police for the Hunting Valley Police Department; and, currently back to the Lake County Sheriff's Office with the rank of Major and in charge of their Communications and Central Dispatch Division for the past 10 years.

Charles Caldwell has an Associate Degree in Criminal Justice Studies and a Bachelor Degree in Sociology. He is a graduate of the 98th Session of the FBI National Academy and has been an Ohio Peace Officers' Training Academy Instructor since 1971 and a part-time college Instructor since 1974. Charles

Caldwell was instrumental in starting two S.W.A.T. teams in north east Ohio and has been a Police Management Consultant with the Ohio Association of Chiefs of Police Advisory Services Division since 1991. He has participated in over 75 assessment centers.

Charles received specialized training in the Assessment Center Process through Dr. Terry Eisenberg and has attended all Annual Training Sessions the Ohio Chiefs through and including the May 2015 session.

ASSESSMENT CENTER METHODOLOGY

The Police Sergeant Assessment Center consisted of three exercises (one oral presentation exercise, one role play exercise, and one group discussion exercise). These exercises have been previously identified. The assessors scored each exercise and contributed their thoughts regarding each candidate's strengths and areas of improvement. The candidates were identified to the assessors during the process by randomly drawn letters.

At the completion of the assessment center, candidates participated in a debriefing session where general comments regarding the process were provided. Each candidate was provided a critique form to complete and return to O.A.C.P.

SUMMARY POLICE SERGEANT

Each of the candidates for the position of Police Sergeant demonstrated similar traits and characteristics during the assessment center process. Their dedication to the department and community they serve was obvious. After careful analysis of all four exercises, it was determined that **Candidate C** placed first in the Assessment Center process, **Candidate G** placed second, and **Candidate D** placed third.

ASSESSMENT CENTER SCORES

The candidates' scores on all of the Dimensions measured for all of the Exercises used were summed to arrive at total scores for the Assessment Center and are rounded to two (2) decimal points. The following three pages report the scores in ways that aid with the understanding each candidates' performance. The first page reports total scores on the Assessment Center and rankings. The Dimensions measured (Dimension Matrix) and their scores on the Exercises used (Exercise Matrix.) are reported on the next two pages. After those three pages are charts depicting each candidates' performance on the various Dimensions measured and Exercises used. These charts also compare each candidate's

Highland Heights Police Department
Assessment Center for Police Sergeant
Saturday, November 12, 2016

score with the average of all candidates. Finally, scores are portrayed in the Candidate Dimension Score Reviews. This review provides information about how each candidate score on each Dimension compares to the assessors' expectation levels.

OHIO ASSOCIATION OF CHIEFS OF POLICE
Advisory Services

Assessment Center Scores & Ranks

Highland Heights
Sergeant

Saturday, November 12, 2016
Chief (ret.) Ron Michalec, Lead Consultant

Average % Score: 88.60%

Average Point Score: 478.43

Total Possible Points: 540

<u>Candidate</u>	<u>Score</u>	<u>%</u>	<u>Rank</u>
A	463	85.74%	5
B	473	87.59%	4
C	529	97.96%	1
D	480	88.89%	3
E	455	84.26%	7
F	460	85.19%	6
G	489	90.56%	2

Highland Heights

Results Of The Assessment Center Conducted:
 Saturday, November 12, 2016
 Chief (ret.) Ron Michalec, Lead Consultant

Sergeant

Scores - Dimensions

	DECISIVENESS	DELEGATION AND CONTROL	INTERPERSONAL INSIGHT	JUDGMENT	ORAL COMMUNICATIONS	Not Used - PLANNING AND ORGANIZING	PROBLEM ANALYSIS	Not Used - WRITTEN COMMUNICATIONS	TOTAL POINTS
Candidate	90	90	90	90	90	0	90	0	540
A	75	78	79	80	75	0	76	0	463
B	80	78	80	78	80	0	77	0	473
C	89	87	88	87	90	0	88	0	529
D	79	81	79	82	78	0	81	0	480
E	75	79	77	73	76	0	75	0	455
F	75	77	79	77	75	0	77	0	460
G	85	78	83	79	82	0	82	0	489

Highland Heights

Results Of The Assessment Center Conducted:

Saturday, November 12, 2016

Chief (ret.) Ron Michalec, Lead Consultant

Sergeant

Scores - Exercises

Candidate Letter	<u>Group</u>	<u>Role Play #1</u>	<u>Oral Exercise #1</u>	<u>Not Used</u>	<u>Total Points</u>	Final	
	<u>Discussion 1</u> (Total Possible Score For This Exercise Is 180)	(Total Possible Score For This Exercise Is 180)	(Total Possible Score For This Exercise Is 180)	(Total Possible Score For This Exercise Is 0)	540	Score %	Rank
A	151	164	148	0	463	85.74%	5
B	148	162	163	0	473	87.59%	4
C	170	180	179	0	529	97.96%	1
D	150	157	173	0	480	88.89%	3
E	154	148	153	0	455	84.26%	7
F	162	142	156	0	460	85.19%	6
G	154	165	170	0	489	90.56%	2

EXPLANATION OF CANDIDATE RESULTS - INDIVIDUAL CHARTS

It is important to understand that for this and all Assessment Centers conducted by the OACP Advisory Services Division evaluations of candidates are based upon the professional judgment of the three members of the assessment team. These experienced consultants have all served at a command level, have been selected based upon their qualifications, have been trained initially in a common assessment center methodology and are required to retrain periodically.

There is one table and three charts on each Candidate Results - Individual Charts form that provide specific information about the candidate's score on the test as a whole, on each Exercise and on each Dimension measured.

T A B L E

The table at the top left side lists the Exercises included in the Assessment Center, the Total Possible Score (total points in the Assessment Center) for each Exercise and for the Assessment Center as a whole. The table also lists the Candidate's Score on each Exercise and lists the candidate's Total Score for the Assessment Center. Finally, for each Exercise and for the total Assessment Center, the table lists each Candidate's % Score and the Average % Score for all candidates participating in this Assessment Center.

C H A R T

1

The first chart compares for each candidate their score (Candidate's Score) with the Total Possible Score (most points achievable) for the Assessment Center.

Important note: For ranking purposes, the scores provided to the client in the Final Report are based upon the Total Scores for candidates that have been converted to a percentage of the Total Possible Score and represented on a scale of 1 to 100.

C H A R T

2

The second chart provides a way to view the performance of each candidate on the various Exercises. The Candidate's % Score on each Exercise is compared with the performance of the "Average" % Score For All Candidates who participated in the Assessment Center.

C H A R T

3

The third chart provides a way to view the performance of each candidate with the performance of the "average" candidate who participated in the Assessment Center. The candidate's scores on the 8 Dimensions are compared with the average score obtained on each Dimension by all candidates. Listed below are all of the 8 Dimensions along with the definition for each Dimension.

DIMENSION	DEFINITION
ORAL COMMUNICATIONS	Effectiveness of spoken expression in individual and group situations (including gestures and non-verbal communication)
WRITTEN COMMUNICATIONS	Effectiveness of expression in writing
INTERPERSONAL INSIGHT	Perceiving and reacting to the needs of others and understanding the impact of self on others
PROBLEM ANALYSIS	Skill in identifying problems, securing relevant information and identifying possible causes of problems
JUDGMENT	Ability to develop alternative solutions to problems, to evaluate courses of action, and to reach logical decisions
DECISIVENESS	Readiness to make decisions, render judgment, take action, and commit oneself
PLANNING & ORGANIZING	Ability to efficiently establish an appropriate course of action for self or others to accomplish a specific goal, to make proper assignments of personnel, and to use resources appropriately
DELEGATION & CONTROL	Effectiveness in the direction, monitoring, assessment and development of subordinates

Anyone who receives a copy of the OACP Advisory Services Assessment Center Results Form for one or more of the Candidates who participated in this Assessment Center should also be given a copy of this Explanation Of Candidate Results Form.

The charts are less helpful when less than 3 candidates participate in the Assessment Center.

OACP Advisory Services Assessment Center - Candidate Results

(See the "Explanation of Candidate Results Form" for an explanation of the information provided on this page.)

Candidate: **A**

Police Department: The City of Highland Heights Civil Service

Position: Sergeant

Assessment Center Date: November 12, 2016

(TABLE) Exercise	Total Possible Score	Candidate's Score	Candidate's % Score*	Average % Score
Group Discussion 1	180	151	83.89%	86.43%
Role Play #1	180	164	91.11%	88.73%
Oral Exercise #1	180	148	82.22%	90.63%
Not Used	0	0		
Total	540	463	85.74%	88.60%

CHART 1

Total Scores

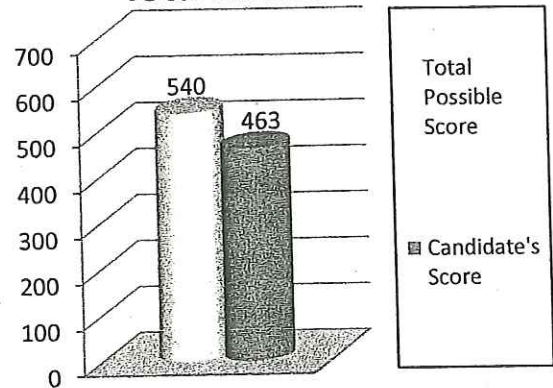


CHART 2

Comparison - Candidate's % Score and Average % Score for all Candidates for each Exercise

■ Candidate's % Score

□ Average Score For All Candidates

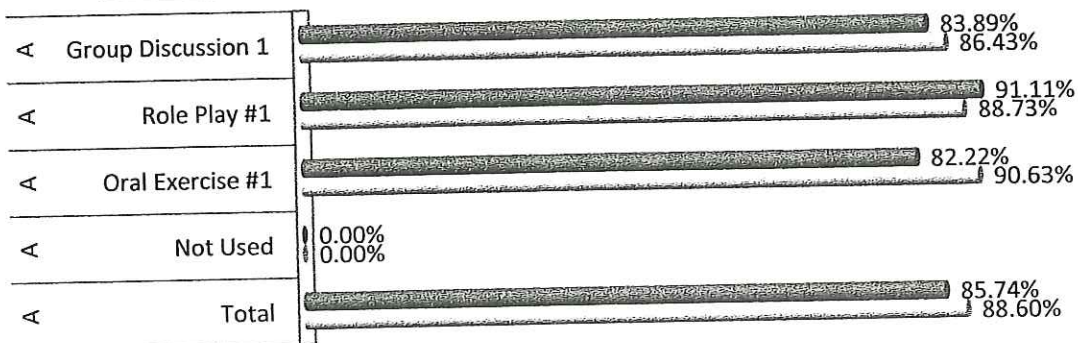
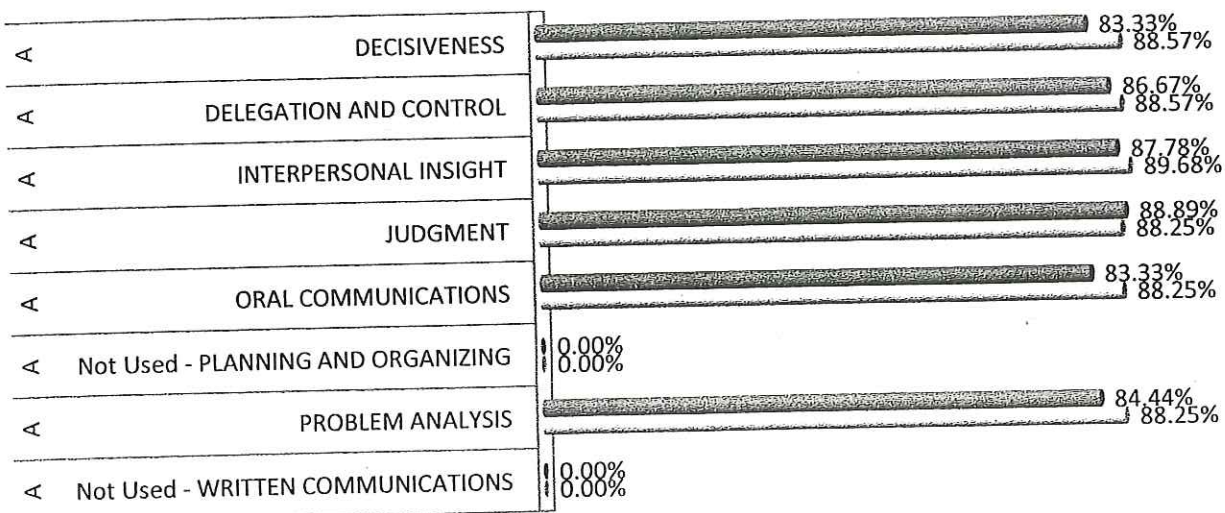


CHART 3

Comparison - Candidate's % Score and Average % Score for all Candidates for each Dimension

■ Candidate's % Score

□ Average % Score For All Candidates



OACP Advisory Services Assessment Center - Candidate Results

(See the "Explanation of Candidate Results Form" for an explanation of the information provided on this page.)

Candidate:

B

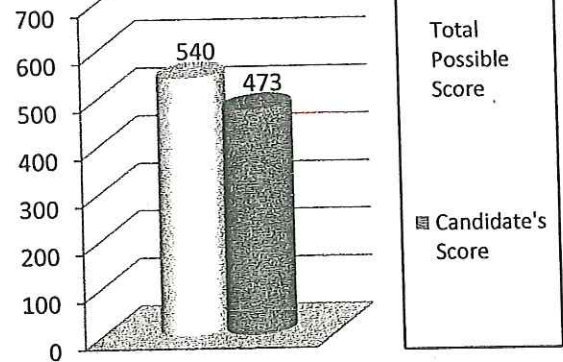
Police Department: The City of Highland Heights Civil Service

Position: Sergeant

Assessment Center Date: November 12, 2016

CHART 1

Total Scores



(TABLE)		Total Possible Score	Candidate's Score	Candidate's % Score*	Average % Score
Exercise					
Group Discussion 1		180	148	82.22%	86.43%
Role Play #1		180	162	90.00%	88.73%
Oral Exercise #1		180	163	90.56%	90.63%
Not Used		0	0		
Total		540	473	87.59%	88.60%

CHART 2

Comparison - Candidate's % Score and Average % Score for all Candidates for each Exercise

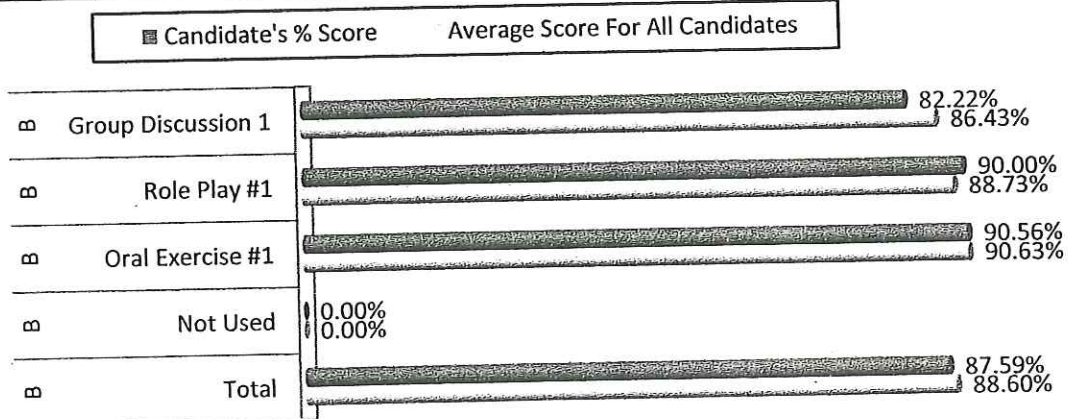
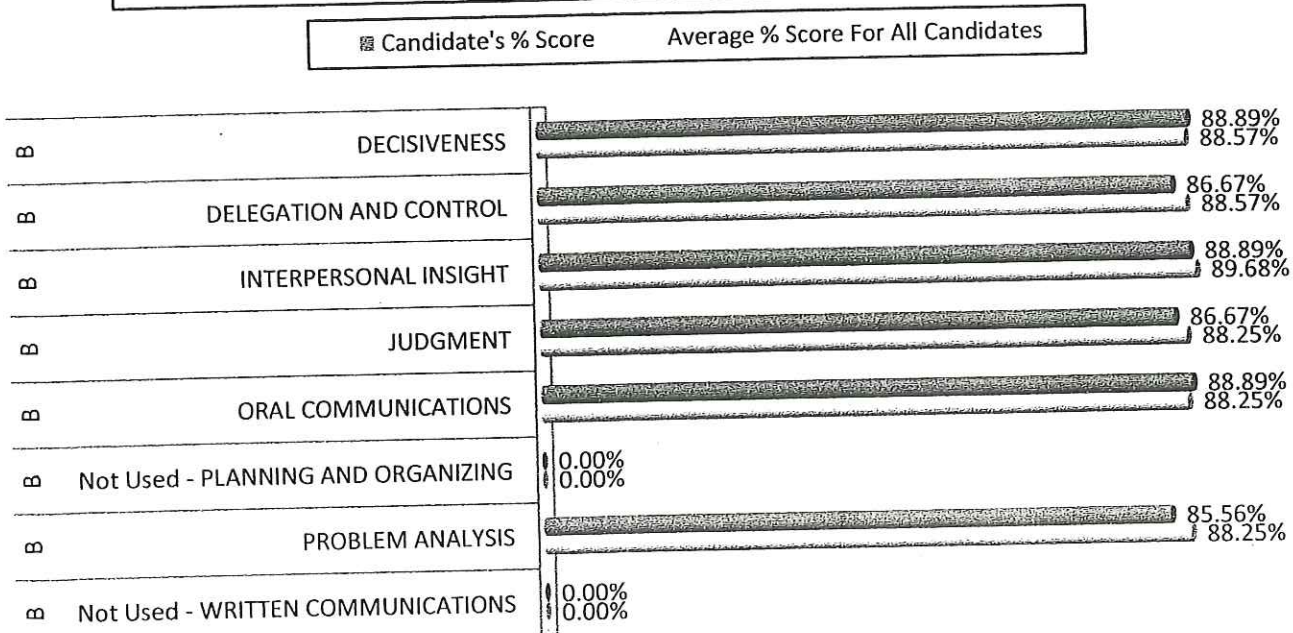


CHART 3

Comparison - Candidate's % Score and Average % Score for all Candidates for each Dimension



OACP Advisory Services Assessment Center - Candidate Results

(See the "Explanation of Candidate Results Form" for an explanation of the information provided on this page.)

Candidate: **C**

Police Department: The City of Highland Heights Civil Service

Position: Sergeant

Assessment Center Date: November 12, 2016

(TABLE) Exercise	Total Possible Score	Candidate's Score	Candidate's % Score*	Average % Score
Group Discussion 1	180	170.0	94.44%	86.43%
Role Play #1	180	180.0	100.00%	88.73%
Oral Exercise #1	180	179.0	99.44%	90.63%
Not Used	0	0.0		
Total	540	529.0	97.96%	88.60%

CHART 1

Total Scores

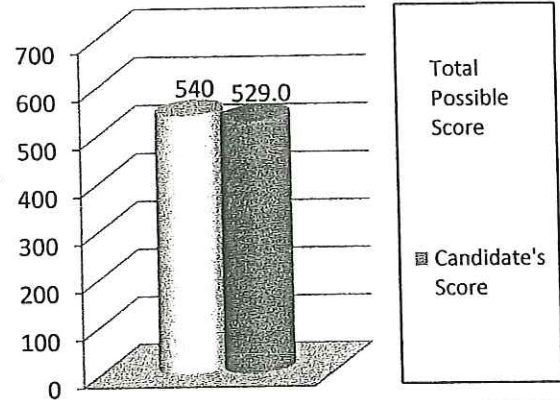


CHART 2

Comparison - Candidate's % Score and Average % Score for all Candidates for each Exercise

■ Candidate's % Score ▨ Average Score For All Candidates

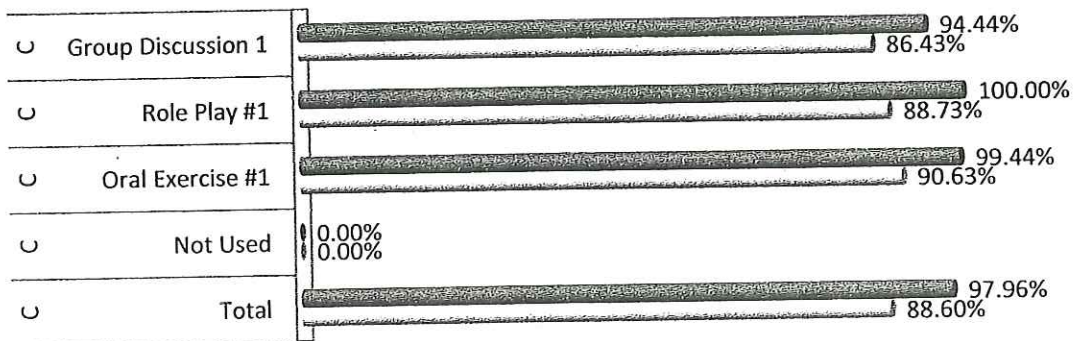
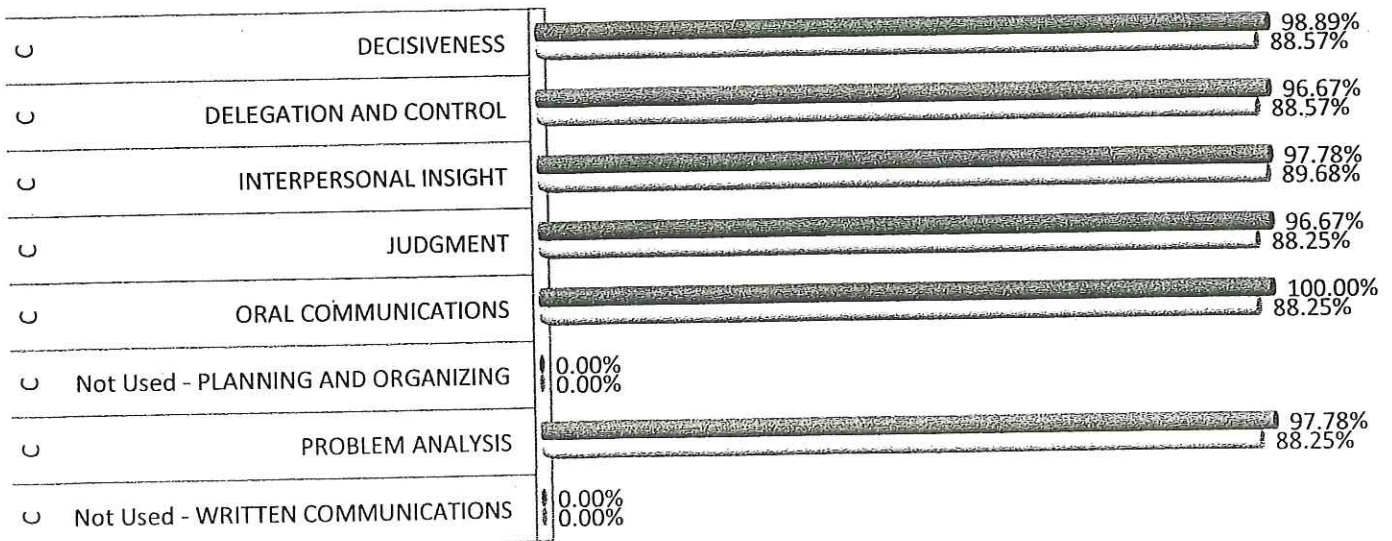


CHART 3

Comparison - Candidate's % Score and Average % Score for all Candidates for each Dimension

■ Candidate's % Score ▨ Average % Score For All Candidates



OACP Advisory Services Assessment Center - Candidate Results

(See the "Explanation of Candidate Results Form" for an explanation of the information provided on this page.)

Candidate:

D

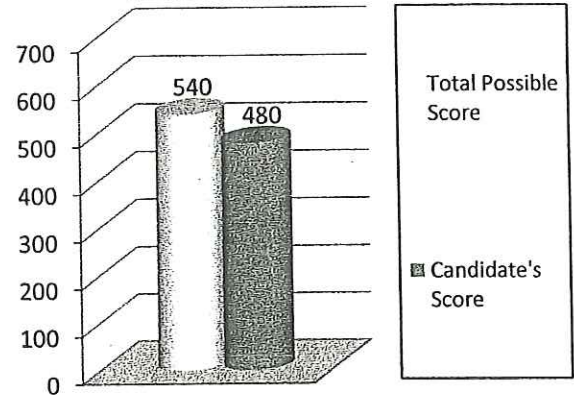
Police Department: The City of Highland Heights Civil Service

Position: Sergeant

Assessment Center Date: November 12, 2016

CHART 1

Total Scores



(TABLE) Exercise	Total Possible Score	Candidate's Score	Candidate's % Score*	Average % Score
Group Discussion 1	180	150	83.33%	86.43%
Role Play #1	180	157	87.22%	88.73%
Oral Exercise #1	180	173	96.11%	90.63%
Not Used	0	0		
Total	540	480	88.89%	88.60%

CHART 2

Comparison - Candidate's % Score and Average % Score for all Candidates for each Exercise

■ Candidate's % Score Average Score For All Candidates

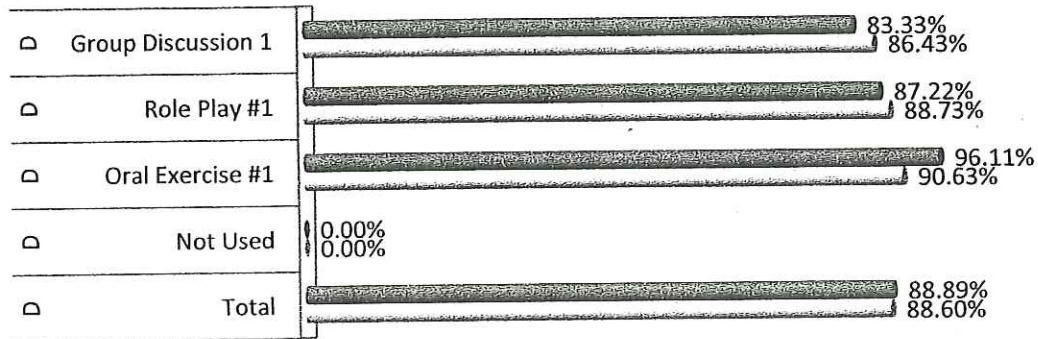
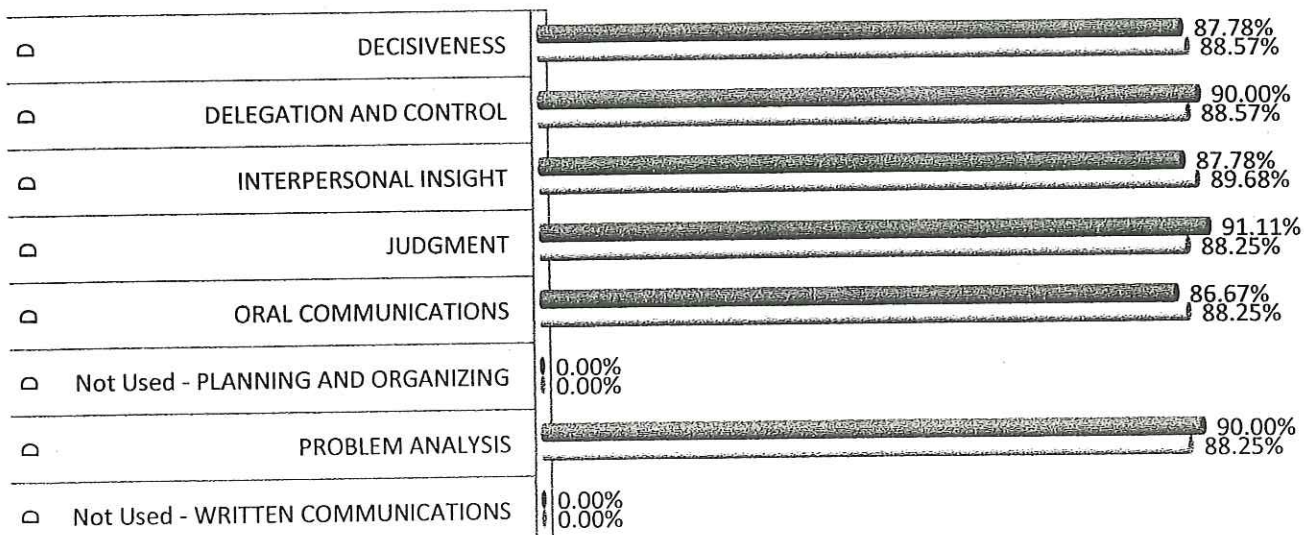


CHART 3

Comparison - Candidate's % Score and Average % Score for all Candidates for each Dimension

■ Candidate's % Score Average % Score For All Candidates



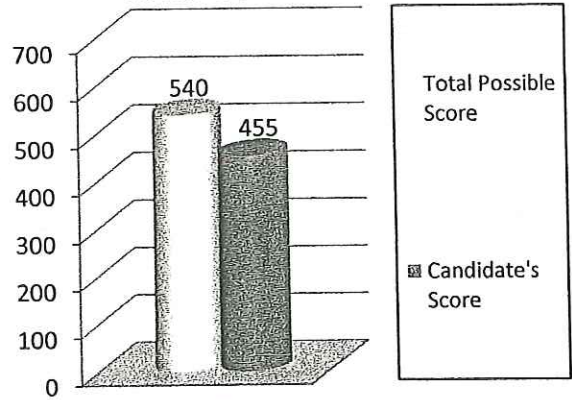
OACP Advisory Services Assessment Center - Candidate Results

(See the "Explanation of Candidate Results Form" for an explanation of the information provided on this page.)

Candidate: E

CHART 1

Total Scores



Police Department: The City of Highland Heights Civil Service
Position: Sergeant
Assessment Center Date: November 12, 2016

(TABLE) Exercise	Total Possible Score	Candidate's Score	Candidate's % Score*	Average % Score
Group Discussion 1	180	154	85.56%	86.43%
Role Play #1	180	148	82.22%	88.73%
Oral Exercise #1	180	153	85.00%	90.63%
Not Used	0	0		
Total	540	455	84.26%	88.60%

CHART 2

Comparison - Candidate's % Score and Average % Score for all Candidates for each Exercise

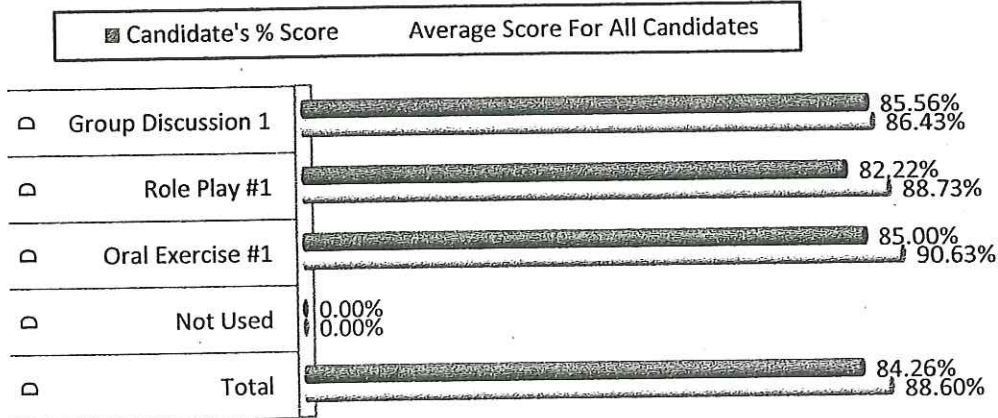
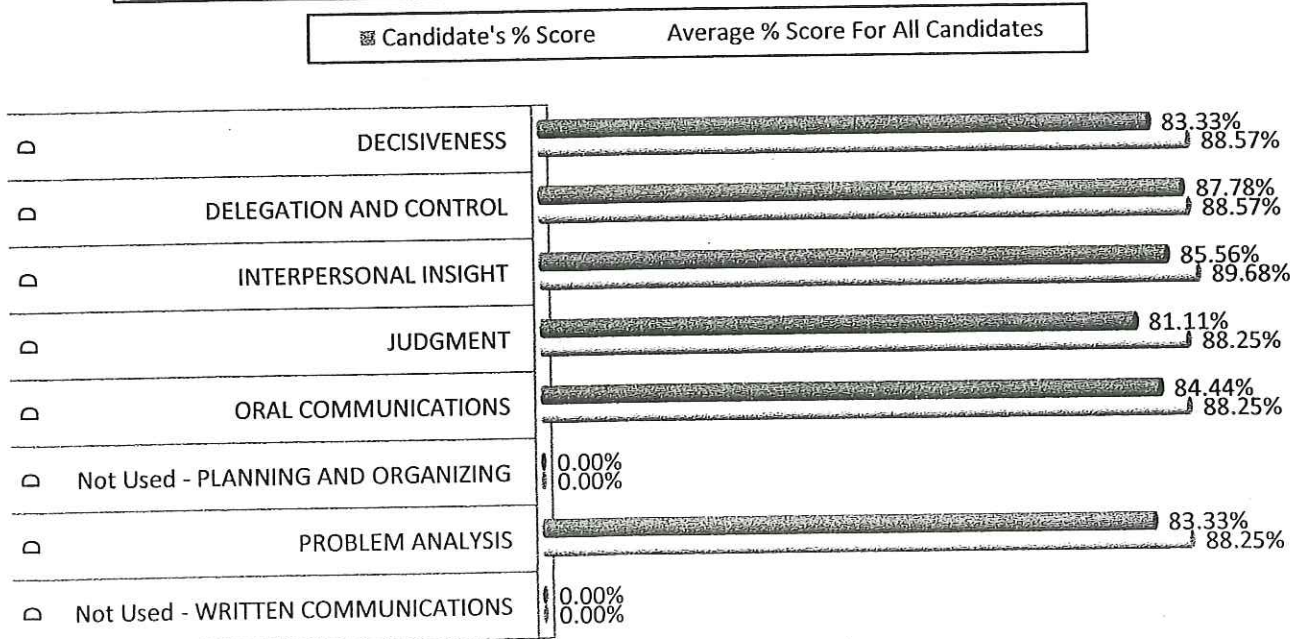


CHART 3

Comparison - Candidate's % Score and Average % Score for all Candidates for each Dimension



OACP Advisory Services Assessment Center - Candidate Results

(See the "Explanation of Candidate Results Form" for an explanation of the information provided on this page.)

Candidate: **F**

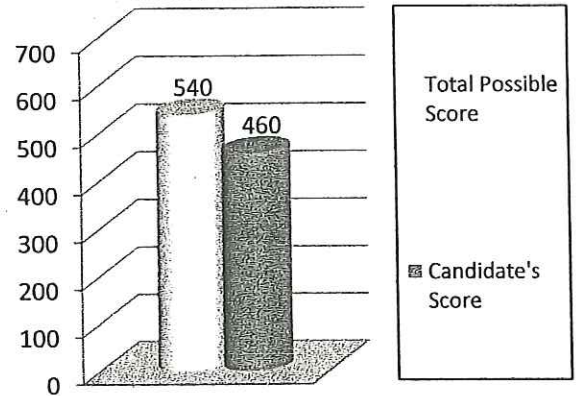
Police Department: The City of Highland Heights Civil Service

Position: Sergeant

Assessment Center Date: November 12, 2016

CHART 1

Total Scores



(TABLE) Exercise	Total Possible Score	Candidate's Score	Candidate's % Score*	Average % Score
Group Discussion 1	180	162	90.00%	86.43%
Role Play #1	180	142	78.89%	88.73%
Oral Exercise #1	180	156	86.67%	90.63%
Not Used	0	0		
Total	540	460	85.19%	88.60%

CHART 2

Comparison - Candidate's % Score and Average % Score for all Candidates for each Exercise

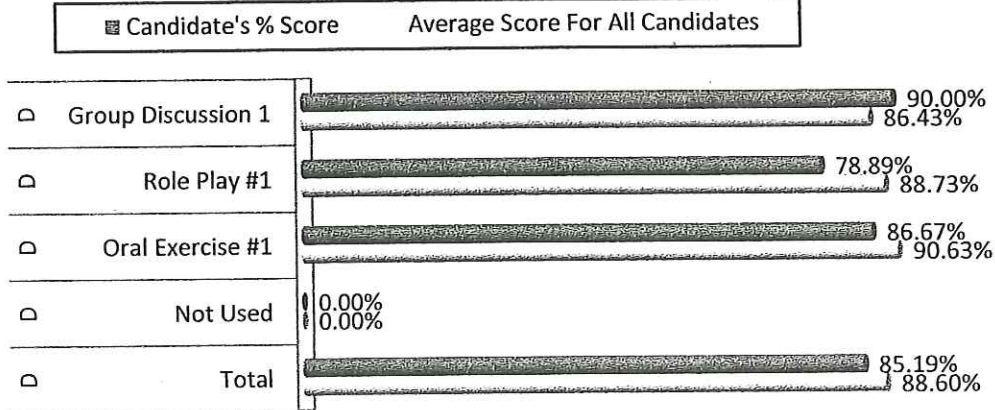
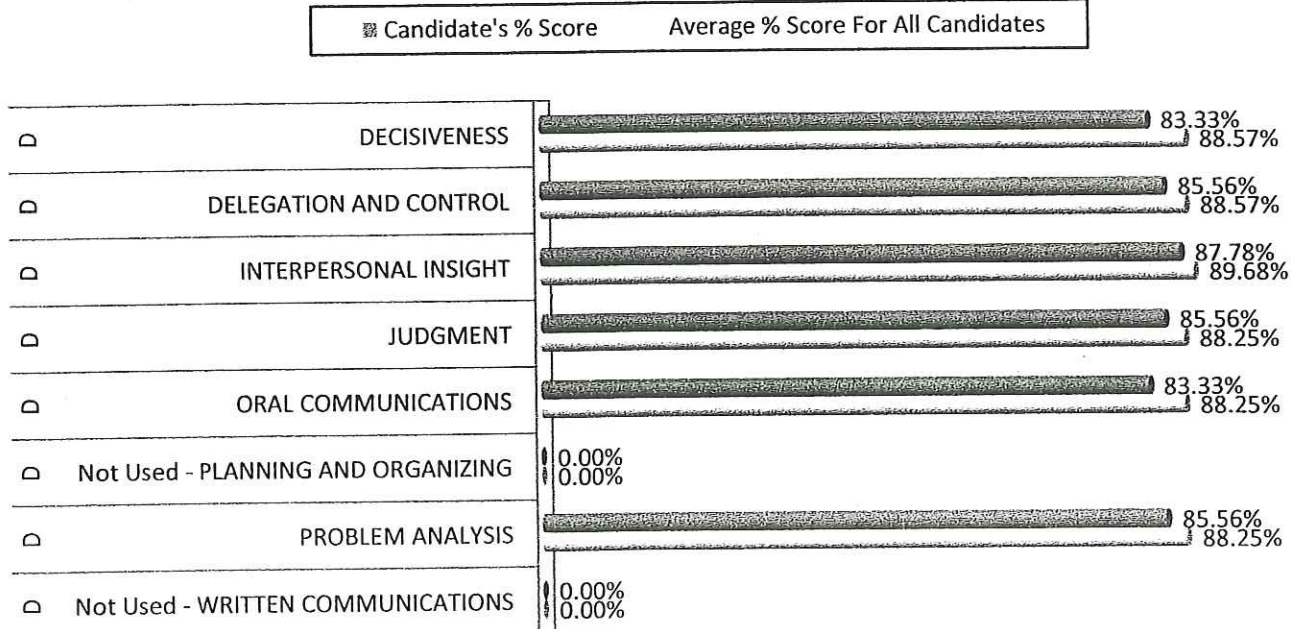


CHART 3

Comparison - Candidate's % Score and Average % Score for all Candidates for each Dimension



OACP Advisory Services Assessment Center - Candidate Results

(See the "Explanation of Candidate Results Form" for an explanation of the information provided on this page.)

Candidate: **G**

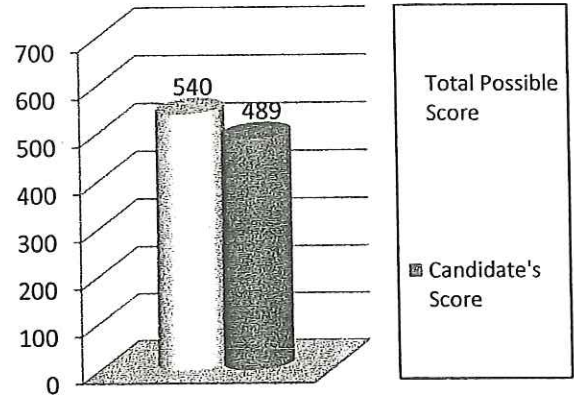
Police Department: The City of Highland Heights Civil Service

Position: Sergeant

Assessment Center Date: November 12, 2016

CHART 1

Total Scores



(TABLE) Exercise	Total Possible Score	Candidate's Score	Candidate's % Score*	Average % Score
Group Discussion 1	180	154	85.56%	86.43%
Role Play #1	180	165	91.67%	88.73%
Oral Exercise #1	180	170	94.44%	90.63%
Not Used	0	0		
Total	540	489	90.56%	88.60%

CHART 2

Comparison - Candidate's % Score and Average % Score for all Candidates for each Exercise

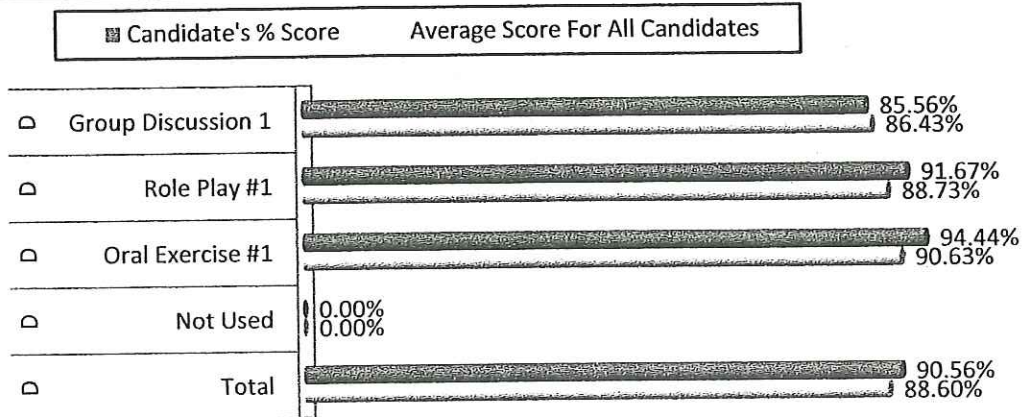
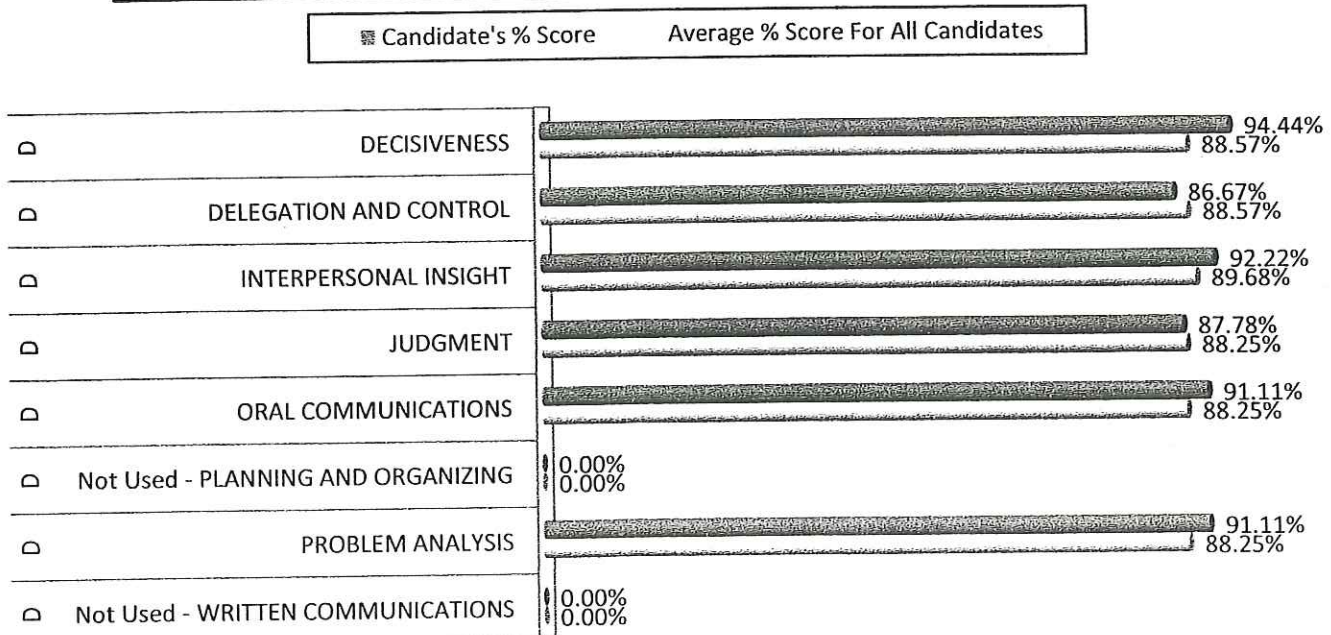


CHART 3

Comparison - Candidate's % Score and Average % Score for all Candidates for each Dimension



Candidate Dimension Score Reviews

Sergeant
Highland Heights
Chief (ret.) Ron Michalec, Lead Consultant

November 12, 2016

Raw scores tell how candidates performed on the Assessment Center overall, but do not provide insight into how they performed on the various Performance Level Descriptors below are provided to give candidates an understanding of how they have performed in this Assessment Center. In each candidate's Dimension Score Reviews on the following pages, the Performance Level Descriptors are used to highlight Dimensions that exceed expectations and might be considered an area of strength for the candidate. Likewise, the Descriptors can also highlight performance on Dimensions that are below expectations and an area that the candidate might want to work on to improve. Supervisors might use these descriptors when making assignments within programs for individuals or even groups.

It is of utmost importance to understand that this particular Assessment Center looks at how a candidate performs relative to the Dimension used in any testing situation, candidates may not always show their normal level of competency or show their true potential. This Assessment Center reflects how the candidate performed on this day.

The Dimensions used are skill sets identified by the International Association of Chiefs of Police and assessed by that organization. The Dimensions are used by OACP Advisory Services to use in our Assessment Centers. Both organizations see these Dimensions as critical for effective performance. In addition to the Dimensions, the positions itself, the culture of the particular agency, the community and other factors, some of these Dimensions can be called into greater importance and others are taken into account by Lead Consultants in constructing each unique Assessment Center.

A 6 point rating scale of 5 through 10 is used by OACP Advisory Services for scoring purposes. It is used because it helps adjust scores to align with that of many educational settings that use the demarcation of 70% as passing. This scale also aligns with that of many educational settings that use the demarcation of 70% as passing. The scores listed below for each candidate for each Dimension are the average score given by the 3 Assessors relative to each candidate's performance.

At its basis, an Assessment Center utilizes Assessors who are subject matter experts and who have training and experience in using the objective Assessment Center process. These Assessors use their subjective expertise to determine the candidate scores. These scores are the ultimate measure of the candidate's performance. This Dimension Score Review and the preceding Charts are only provided as additional information about each candidate's performance at their police agency.

PERFORMANCE LEVEL DESCRIPTORS

- 5 - FAR BELOW
- 6 - BELOW
- 7 - MEETS EXPECTATIONS
- 8 - ABOVE
- 9 - FAR ABOVE
- 10 - VERY FAR ABOVE

Candidate Dimension Score Reviews

Candidate A	Dimension	Score	Level	Dimension
	DECISIVENESS	8.33	ABOVE	Readiness to make decisions, render judgment, take action, and commit oneself.
	DELEGATION AND CONTROL	8.67	ABOVE	Effectiveness in the direction, monitoring, assessment and development of subordinates.
	INTERPERSONAL INSIGHT	8.78	ABOVE	Perceiving and reacting to the needs of others and understanding the impact of self on others.
	JUDGMENT	8.89	ABOVE	Ability to develop alternative solutions to problems, to evaluate courses of action, and to react.
	ORAL COMMUNICATIONS	8.33	ABOVE	Effectiveness of spoken expression in individual and group situations (including gestures and tone of voice).
	Not Used - PLANNING AND ORGANIZATION	N/A	N/A	Ability to efficiently establish an appropriate course of action for self or others to accomplish of personnel, and to use resources appropriately.
	PROBLEM ANALYSIS	8.44	ABOVE	Skill in identifying problems, securing relevant information and identifying possible causes of problems.
Candidate A	Not Used - WRITTEN COMMUNICATIONS	N/A	N/A	Effectiveness of expression in writing.

Candidate B	Dimension	Score	Level	Dimension
	DECISIVENESS	8.89	ABOVE	Readiness to make decisions, render judgment, take action, and commit oneself.
	DELEGATION AND CONTROL	8.67	ABOVE	Effectiveness in the direction, monitoring, assessment and development of subordinates.
	INTERPERSONAL INSIGHT	8.89	ABOVE	Perceiving and reacting to the needs of others and understanding the impact of self on others.
	JUDGMENT	8.67	ABOVE	Ability to develop alternative solutions to problems, to evaluate courses of action, and to react.
	ORAL COMMUNICATIONS	8.89	ABOVE	Effectiveness of spoken expression in individual and group situations (including gestures and tone of voice).
	Not Used - PLANNING AND ORGANIZATION	N/A	N/A	Ability to efficiently establish an appropriate course of action for self or others to accomplish of personnel, and to use resources appropriately.
	PROBLEM ANALYSIS	8.56	ABOVE	Skill in identifying problems, securing relevant information and identifying possible causes of problems.
Candidate B	Not Used - WRITTEN COMMUNICATIONS	N/A	N/A	Effectiveness of expression in writing.

Candidate C	Dimension	Score	Level	Dimension
	DECISIVENESS	9.89	FAR ABOVE	Readiness to make decisions, render judgment, take action, and commit oneself.
	DELEGATION AND CONTROL	9.67	FAR ABOVE	Effectiveness in the direction, monitoring, assessment and development of subordinates.
	INTERPERSONAL INSIGHT	9.78	FAR ABOVE	Perceiving and reacting to the needs of others and understanding the impact of self on others.
	JUDGMENT	9.67	FAR ABOVE	Ability to develop alternative solutions to problems, to evaluate courses of action, and to react.
	ORAL COMMUNICATIONS	10.00	VERY FAR ABOVE	Effectiveness of spoken expression in individual and group situations (including gestures and tone of voice).
	Not Used - PLANNING AND ORGANIZATION	N/A	N/A	Ability to efficiently establish an appropriate course of action for self or others to accomplish of personnel, and to use resources appropriately.
	PROBLEM ANALYSIS	9.78	FAR ABOVE	Skill in identifying problems, securing relevant information and identifying possible causes of problems.
Candidate C	Not Used - WRITTEN COMMUNICATIONS	N/A	N/A	Effectiveness of expression in writing.

Candidate D	Dimension	Score	Level	Dimension
	DECISIVENESS	8.78	ABOVE	Readiness to make decisions, render judgment, take action, and commit oneself.
	DELEGATION AND CONTROL	9.00	FAR ABOVE	Effectiveness in the direction, monitoring, assessment and development of subordinates.
	INTERPERSONAL INSIGHT	8.78	ABOVE	Perceiving and reacting to the needs of others and understanding the impact of self on others.
	JUDGMENT	9.11	FAR ABOVE	Ability to develop alternative solutions to problems, to evaluate courses of action, and to react.
	ORAL COMMUNICATIONS	8.67	ABOVE	Effectiveness of spoken expression in individual and group situations (including gestures and tone of voice).
	Not Used - PLANNING AND ORGANIZATION	N/A	N/A	Ability to efficiently establish an appropriate course of action for self or others to accomplish of personnel, and to use resources appropriately.
	PROBLEM ANALYSIS	9.00	FAR ABOVE	Skill in identifying problems, securing relevant information and identifying possible causes of problems.
Candidate D	Not Used - WRITTEN COMMUNICATIONS	N/A	N/A	Effectiveness of expression in writing.

Candidate Dimension Score Reviews

Candidate E	Dimension	Score	Level	
	DECISIVENESS	8.33	ABOVE	Readiness to make decisions, render judgment, take action, and commit oneself.
	DELEGATION AND CONTROL	8.78	ABOVE	Effectiveness in the direction, monitoring, assessment and development of subordinates.
	INTERPERSONAL INSIGHT	8.56	ABOVE	Perceiving and reacting to the needs of others and understanding the impact of self on others.
	JUDGMENT	8.11	ABOVE	Ability to develop alternative solutions to problems, to evaluate courses of action, and to react.
	ORAL COMMUNICATIONS	8.44	ABOVE	Effectiveness of spoken expression in individual and group situations (including gestures and tone of voice).
	Not Used - PLANNING AND ORGANIZATION	N/A	N/A	Ability to efficiently establish an appropriate course of action for self or others to accomplish tasks, and to use resources appropriately.
	PROBLEM ANALYSIS	8.33	ABOVE	Skill in identifying problems, securing relevant information and identifying possible causes or solutions.
Candidate E	Not Used - WRITTEN COMMUNICATIONS	N/A	N/A	Effectiveness of expression in writing.

Candidate F	Dimension	Score	Level	
	DECISIVENESS	8.33	ABOVE	Readiness to make decisions, render judgment, take action, and commit oneself.
	DELEGATION AND CONTROL	8.56	ABOVE	Effectiveness in the direction, monitoring, assessment and development of subordinates.
	INTERPERSONAL INSIGHT	8.78	ABOVE	Perceiving and reacting to the needs of others and understanding the impact of self on others.
	JUDGMENT	8.56	ABOVE	Ability to develop alternative solutions to problems, to evaluate courses of action, and to react.
	ORAL COMMUNICATIONS	8.33	ABOVE	Effectiveness of spoken expression in individual and group situations (including gestures and tone of voice).
	Not Used - PLANNING AND ORGANIZATION	N/A	N/A	Ability to efficiently establish an appropriate course of action for self or others to accomplish tasks, and to use resources appropriately.
	PROBLEM ANALYSIS	8.56	ABOVE	Skill in identifying problems, securing relevant information and identifying possible causes or solutions.
Candidate F	Not Used - WRITTEN COMMUNICATIONS	N/A	N/A	Effectiveness of expression in writing.

Candidate G	Dimension	Score	Level	
	DECISIVENESS	9.44	FAR ABOVE	Readiness to make decisions, render judgment, take action, and commit oneself.
	DELEGATION AND CONTROL	8.67	ABOVE	Effectiveness in the direction, monitoring, assessment and development of subordinates.
	INTERPERSONAL INSIGHT	9.22	FAR ABOVE	Perceiving and reacting to the needs of others and understanding the impact of self on others.
	JUDGMENT	8.78	ABOVE	Ability to develop alternative solutions to problems, to evaluate courses of action, and to react.
	ORAL COMMUNICATIONS	9.11	FAR ABOVE	Effectiveness of spoken expression in individual and group situations (including gestures and tone of voice).
	Not Used - PLANNING AND ORGANIZATION	N/A	N/A	Ability to efficiently establish an appropriate course of action for self or others to accomplish tasks, and to use resources appropriately.
	PROBLEM ANALYSIS	9.11	FAR ABOVE	Skill in identifying problems, securing relevant information and identifying possible causes or solutions.
Candidate G	Not Used - WRITTEN COMMUNICATIONS	N/A	N/A	Effectiveness of expression in writing.



The Ohio Association of Chiefs of Police

Attachment Four



OACP Advisory Services

CANDIDATE CRITIQUE OF ASSESSMENT CENTER Westerville PD –Deputy Chief –June 2, 2013 Chief Douglas Knight, CLEE - Lead Assessor

1. Were you treated fairly? (Circle one number to respond)

5 4 3 2 1
(To a large degree) (To a moderate degree) (To a small degree)

Comments _____

2. Was the Assessment Center fair overall? (Circle one number to respond)

5 4 3 2 1
(To a large degree) (To a moderate degree) (To a small degree)

Comments _____

3. To what extent did you feel the Assessment Center was job related? (Circle one number to respond)

5 4 3 2 1
(To a large degree) (To a moderate degree) (To a small degree)

Comments _____

4. What was the one most effective part of the Assessment Center? Check one exercise below or describe one other aspect of the Assessment Center you felt was most effective. (Not all exercises listed used.)

<input type="checkbox"/> In-basket	<input type="checkbox"/> Other _____
<input type="checkbox"/> Written Problem-Solving	_____
<input type="checkbox"/> Group Discussion	_____
<input type="checkbox"/> Oral Presentation	_____
<input type="checkbox"/> Counseling Session	_____

5. What was the one least effective part of the Assessment Center? Check one exercise below or describe one other aspect of the Assessment Center you felt was least effective. (Not all exercises listed used.)

<input type="checkbox"/> In-basket	<input type="checkbox"/> Other _____
<input type="checkbox"/> Written Problem-Solving	_____
<input type="checkbox"/> Group Discussion	_____
<input type="checkbox"/> Oral Presentation	_____
<input type="checkbox"/> Counseling Session	_____

6. What could be done to significantly improve upon the quality of the Assessment Center?

YOUR TIME AND EFFORT IN COMPLETING THIS EVALUATION FORM IS GREATLY APPRECIATED. THE OACP ADVISORY SERVICES POLICY COMMITTEE USES THE RESPONSES OF CANDIDATES TO IMPROVE THE PROCESS.



The Ohio Association of Chiefs of Police

Attachment Five

OHIO ASSOCIATION OF CHIEFS OF POLICE
ADVISORY SERVICES

LISTING OF RECENT CLIENTS - ASSESSMENT CENTER AND VARIOUS STUDIES

(We encourage perspective clients to contact previous clients and to obtain their thoughts on how the process worked for them.)

SERVICE DATE	CITY/VILLAGE/TOWNSHIP	POSITION	CONTACT	TITLE	PHONE
8/19/17	Napoleon	Chief	Morgan Druhot	HR Director	419-592-4010
8/14/17	Canton	Lt.	Dianne Ohler	Deputy CSC	330-489-3360
8/5/17	Perkins Twp.	Chief	Gary Boyle	Township Administrator	419-621-2172
7/29/17	Sylvania Twp.	Sgt.	Lt. Robert Austin	Lieutenant	419-720-3001
6/3/17	Brimfield Twp.	Sgt.	Chief Roy Mosley	Chief of Police	330-673-7716
5/20/17	Hamilton Twp.	Sgt.	Chief Scott Hughes	Chief of Police	513-239-2400
5/6/17	Lebanon	Sgt.	Chief Jeffrey Mitchell	Chief of Police	937-932-2010
4/23/17	Lancaster	Capt.	Tom Hammer	CSC	740-687-6134
4/22/17	Brunswick	Sgt.	Sandy Shaffer	CSC	330-255-9111
4/22/17	Mansfield	Lt.	Dave Remy	HR Director	419-755-9695
4/22/17	Westlake	Lt.	Nicolete Sackman	Clerk, CSC	440-614-4310
4/22/17	Lancaster	Lt.	Tom Hammer	CSC	740-687-6134
3/18/17	Moraine	Sgt.	Chief Craig Richardson	Chief of Police	937-535-1157
3/18/17	Sandusky	Lt.	Debbie Leslie	HR Specialist	419-627-5885
3/11/17	Springfield	Lt.	Natalie Payton	Personnel Analyst	937-324-7318
2/25/17	Defiance	Asst. Chief	Ann Scribner	CSC Clerk	419-783-4348
2/11/17	Parma Heights	Sgt.	Dale Ann Maxwell	CSC Chair	440-364-7664
1/21/17	Parma Heights	Capt.	Dale Ann Maxwell	CSC Chair	440-364-7664
12/17/16	Miamisburg	Sgt.	Chief John Sedlak	Chief of Police	937-847-6601
12/17/16	Ashtabula	Lt.	Bret Cimerol	Chairperson, CSC	440-992-6067
12/10/16	Willowick	Chief	Sue Wovrosh	Clerk of Council	440-585-3700x230
12/10/16	Willowick	Lt.	Sue Wovrosh	Clerk of Council	440-585-3700x230
12/10/16	Springfield	Capt.	Natalie Payton	Personnel Analyst	937-324-7318
12/3/16	Wooster	Sgt.	Chief Matthew Fisher	Chief of Police	330-287-5720
11/12/16	Upper Arlington	Sgt.	Lt. Greg Patrick	Lieutenant	614-583-5165
11/12/16	Worthington	Lt.	Lori Trego	HR Director	614-436-6839
11/12/16	Newark	Sgt.	Mike Buskirk	HR Director	740-670-7540
11/12/16	Highland Heights	Sgt.	Chief James Cook	Chief of Police	440-422-8825
11/6/16	Kettering	Sgt.	Chief Chip Protsman	Chief of Police	937-296-2446
11/5/16	Kettering	Lt.	Chief Chip Protsman	Chief of Police	937-296-2446
11/5/16	Defiance	Chief	Ann Scribner	CSC Clerk	419-783-4348
10/28/16	Gahanna	Dep. Chief	Abby Cochran	HR Director	614-342-4455
10/22/16	Zanesville	Chief	Billie Corn	CS Empolyment Coordinator	740-455-0601
10/22/16	Sunbury	Chief	Tom Hatfield	Mayor	740-965-3909
10/8/16	Urbana	Lt.	Chief Matt Lingrell	Chief of Police	937-652-4364
8/20/16	Medina	Sgt.	Laureen Wilson	CSC	330-722-9077
7/23/16	Conneaut	Chief	James Hockaday	Mayor	440-593-7401
6/4/16	Wickliffe	Sgt.	Jim Cain	CSC	440-669-6592
5/21/16	Russell	Sgt.	Chief Tim Carroll	Chief of Police	440-338-6212
5/14/16	St. Marys	Sgt.	Chief Mark Ernst	Chief of Police	419-394-2325
5/14/16	Lancaster	Sgt.	Tom Hammer	CSC	740-687-6134
5/4/16	Mentor	Sgt.	Sharon Glady	CSC	440-974-5790
4/16/16	Massillon	Lt.	Joe Alassandro	CSC	330-830-1763
4/9/16	Bay Village	Lt.	Joan Kemper	CSC	440-899-3461
3/26/16	Athens	Lt.	Jennifer Galbraith	HR Director	740-592-3367
3/5/16	Heath	Chief	Chief John Mason	Chief of Police	740-522-2141
2/6/16	Hamilton Twp.	Chief	Melissa Brock	HR Manager	513-683-8520
2/6/16	Urbana	Sgt.	Chief Matt Lingrell	Chief of Police	937-652-4364
2/3/16	Piqua	Dep. Chief	Elaine Barton	Human Resources Director	937-778-2053
1/30/16	Oberlin	Sgt.	Chief Juan Torres	Chief of Police	440-775-7232
1/23/16	Ashland	Lt.	Mark Burgess	HR Director	419-289-3426
1/16/16	Ashland	Sgt.	Mark Burgess	HR Director	419-289-3426

1/16/16	Oxford	Lt.	Candi Turpin	HR Director	513-524-5210
12/19/15	Logan	Chief	Ryan Shepler	CSC	740-385-2121
12/5/15	Hamilton	Sgt.	Nadine Hill	Director of Civil Service & Person	513-785-7033
11/7/15	Ottawa Hills	Sgt.	Chief John Wenzlick	Chief of Police	419-536-4211
11/7/15	Chardon	Sgt.	Chief Scott Niehus	Chief of Police	440-286-6123
10/31/15	London	Chief	Stephen Hume	Safety-Service Director	740-852-1111
10/14/15	Reynoldsburg	Lt.	Billie Reidel	CSC	614-322-6884
9/29/15	Piqua	Lt.	Elaine Barton	Human Resources Director	937-778-2053
9/24/15	Lyndhurst	Sgt.	Clarice White	Mayor's Assistant	440-442-3793
9/19/15	Streetsboro	Lt.	Clay Morris	Human Resources Manager	330-322-4272
9/17/15	Hilliard	Sgt.	Chief Robert Fisher	Chief of Police	614-334-2546
9/12/15	Mayfield Village	Sgt.	Chief Richard Edelman	Chief of Police	440-461-1234
8/29/15	Lyndhurst	Lt.	Clarice White	Mayor's Assistant	440-442-3793
8/28/15	Westerville	Asst. Chief	Colleen Lemmon	HR Coordinator	614-901-6406
8/22/15	Bexley	Sgt.	Bryan Holbrook	Deputy Chief	614-559-4444
8/15/15	Dublin	Sgt.	Jason Nahvij	Human Resources	614-410-4467
8/14/15	Dublin	Corporal	Jason Nahvij	Human Resources	614-410-4467
8/8/15	Troy	Capt.	Mary Lynn Mouser	CSC Secretary	937-339-7805
8/8/15	Dublin	Lt.	Jason Nahvij	Human Resources	614-410-4467
8/8/15	Perkins Twp.	Sgt.	Chief Kenneth Klamar	Chief of Police	419-621-2172
6/27/15	Lancaster	Chief	Tom Hammer	CSC	740-687-6134
6/27/15	Madison Twp.	Chief	Lee Bodnar	Administrator	440-428-7551
6/12/15	Streetsboro	Chief	Clay Morris	Human Resources Manager	330-322-4272
6/6/15	Mayfield Heights	Lt.	Tammy Clines	City Hall Admin Asst.	440-442-2626x282
6/6/15	Upper Arlington	Lt.	Chief Brian Quinn	Chief of Police	614-561-7095
5/30/15	Mayfield Heights	Sgt.	Tammy Clines	City Hall Admin Asst.	440-442-2626x282
5/30/15	Rocky River	Lt.	Sue Whitman	CSC Secretary	
5/19/15	Canton	Lt.	Sam Sliman	CSC	330-489-3360
5/9/15	Lancaster	Sgt.	Tom Hammer	CSC	740-687-6134
4/11/15	Kent	Sgt.	Marilyn Sessions	CSC Chair	330-677-6026x229
3/28/15	Girard	Sgt.	Gaye Martuccio	CSC Secretary	330-545-3306
3/28/15	Lancaster	Capt.	Tom Hammer	CSC	740-687-6134
3/27/15	Lancaster	Lt.	Tom Hammer	CSC	740-687-6134
3/21/2015	GCRTA	Sgt.	Angela Smith	Employment & Recruiting Directo	614-481-6211
3/14/15	Kent	Capt. & Lt.	Marilyn Sessions	CSC Chair	330-677-6026x229
3/7/15	Newark	Capt. & Sgt.	Mike Buskirk	HR Director	740-670-7540
2/21/15	Fairfield	Sgt.	Beth Tuttle	CSC Secretary	513-867-5381
2/14/15	Maumee	Sgt.	Lt. David Tullis	Lieutenant	419-897-7021
1/10/15	Lebanon	Sgt.	Chief Jeffery Mitchell	Chief of Police	513-228-3341
12/20/14	Painesville	Sgt.	Chief Anthony Powalie	Chief of Police	440-392-5826
12/20/14	Whitehall	Sgt.	April Ricciardo	HR Generalist	614-338-3101
12/13/14	Sylvania Twp.	Sgt.	Lt. Austin	Lieutenant	419-834-2018
12/13/14	Genoa Twp.	Sgt.	Chief Steve Gammill	Chief of Police	614-774-4921
12/6/14	Troy	Sgt.	Mary Lynn Mouser	CSC Secretary	937-339-7805
12/6/14	Bucyrus	Lt.	Sharon Hildreth	CSC Clerk	419-562-6767x261
11/8/14	Fairfield	Lt.	Beth Tuttle	CSC Secretary	513-867-5381
10/25/14	Hillsboro	Sgt.	Chief Whited	Chief of Police	937-213-3880
10/24/14	Hillsboro	Capt.	Chief Whited	Chief of Police	937-213-3880
10/11/14	Westlake	Lt.	Nicolete Sackman	Clerk, CSC	440-614-4310
10/4/14	Painesville	Lt.	Chief Anthony Powalie	Chief of Police	440-392-5826
9/27/14	Wapakoneta	Lt.	Chief Russel Hunlock	Chief of Police	419-738-2222
9/25/14	Aurora	Chief	Dean DiPiero	City Attorney	330-995-8866
9/20/14	Bucyrus	Capt.	Sharon Hildreth	CSC Clerk	419-562-1006
9/20/14	Grandview Heights	Sgt.	Debbie Nicodemus	Administrative Assistant	614-481-6211
9/6/14	Granville	Chief	Steve Stilwell	Village Administrator	740-587-0707
8/25/14	Monroe	Chief	Angela Wasson	Asst. to City Manager	513-539-7374x1012
8/9/14	Berea	Chief	Barbara Jones	Safety Director	440-234-6035
8/9/14	Minster	Chief	Don Harrod	Village Administrator	419-628-3497
6/7/2014	Sharonville	Sgt.	Paul Kattelman	CSC Chair	513-563-1147
6/14/14	Mount Vernon	Chief	Tony Deluliis	CSC	740-392-0775



The Ohio Association of Chiefs of Police

Attachment Six



Ohio Association of Chiefs of Police (OACP) Advisory Services

WHY OUR ASSESSMENT CENTER PROCESS EXCELS

- **OUR PROCESS WAS CREATED BY EXPERIENCED LAW ENFORCEMENT EXECUTIVES.**
- **EVERY STEP OF THE PROCESS IS CONDUCTED BY EXPERIENCED & TRAINED LAW ENFORCEMENT EXECUTIVES ONLY, INCLUDING:**
 - ⇒ PRE-ASSESSMENT DATA GATHERING MEETING & PROCESS
 - ⇒ CONSTRUCTION OF EXERCISES TO BE USED IN THE ASSESSMENT CENTER
 - ⇒ ADMINISTRATION OF THE EXERCISES
 - ⇒ ANALYSIS OF EACH CANDIDATE'S PERFORMANCE
 - ⇒ THE WRITING OF THE FINAL REPORT
- **WE DO NOT BELIEVE IN A "ONE SIZE FITS ALL" PHILOSOPHY. EVERY ASSESSMENT CENTER IS DIFFERENT BECAUSE EACH IS DESIGNED AFTER MEETING IN ADVANCE WITH STAKEHOLDERS AND STUDYING EACH POLICE DEPARTMENT'S UNIQUE CHARACTERISTICS.**
- **YOU CAN SELECT THE CONSULTANTS THAT WILL BEST MEET YOUR NEEDS FROM AMONG OUR LARGE AND DIVERSE STAFF OF 14 LEAD CONSULTANTS AND 28 ASSESSORS.**
- **WE DO MANY ASSESSMENT CENTERS – OVER 980 SINCE 1985.**
- **WE WILL BE HERE FOR YOU YEAR AFTER YEAR – OACP STARTED IN 1928 AND NOW REPRESENTS OVER 1000 MEMBERS STATEWIDE. OACP BELIEVES IN THE ASSESSMENT CENTER PROCESS AND WANTS IT TO CONTINUE TO BE AVAILABLE FOR ALL POLICE DEPARTMENTS IN THE STATE.**
- **WE DO IT BY THE RULES - OACP ADVISORY SERVICES ASCRIBES TO THE PROCESS DESCRIBED IN THE CURRENT "GUIDELINES AND ETHICAL CONSIDERATIONS FOR ASSESSMENT CENTER OPERATIONS," AS ENDORSED BY THE *INTERNATIONAL CONGRESS ON ASSESSMENT CENTER METHODS*.**
- **NOW WITH A MORE FORMAL JOB TASK ANALYSIS – WE NOW CONDUCT A FORMAL, ONLINE JOB TASK ANALYSIS USING A 70+ LIST OF TASKS FOR EACH OF 3 LEVELS. BETTER MEETS EEOC REQUIREMENTS.**



NON-COLLUSION AFFIDAVIT

State of Ohio,
County of Franklin, SS

Donna Harpass (the "Affiant"), being first duly
sworn according to law states:

1. Individual Only: That the Affiant is an individual doing business under the
name of _____ in the City of
_____, State of _____;

Partnership Only: That the Affiant is the duly authorized representative of
a partnership doing business under the name of
_____ in the City of
_____, State of _____;

Corporation Only: That the Affiant is the duly authorized, qualified and
acting Ohio Association of Chiefs of Police, Inc., a corporation organized
and existing under the laws of the State of Ohio;
and that the Affiant of the partnership or corporation referred to above, as
applicable, is filing herewith a bid to the City of Lakewood in conformity
with the Contract Documents;

2. Individual Only: Affiant further states that the following is a complete and
accurate list of the names and addresses of all persons interested in the
contract for which the bid is being filed:



Affiant further states that the following attorneys represent Affiant:

Partnership Only: Affiant further states that the following is a complete and accurate list of the names and addresses of the members of the partnership:

Affiant further states that the following attorneys represent the partnership:

3. Corporation Only: Affiant further states that the following is a complete accurate list of the officers, directors and attorneys of the corporation:

President - Chief Brandon K. Standley, CLEE Vice President - Chief Jeffrey K. Scott, CLEE

Secretary -

Treasurer - Chief S. Thomas Vaughn

Attorneys - Wood & Lamping

Directors - Donna Harrass

and that the following officers are dully authorized to execute contracts on behalf of the corporation:

Donna Harrass Executive Director



4. Affiant further states that the bid filed herewith is not made in the interest of or on behalf of any undisclosed person, partnership, company, association, organization or corporation; that such bid is genuine and not collusive or a sham; that the Bidder has not directly or indirectly, induced or solicited any other Bidder to file a false or sham bid, and has not, directly or indirectly, colluded, conspired, connived, or agreed with any Bidder or anyone else to file a sham bid or to refrain from bidding; that the Bidder has not in any manner directly or indirectly, sought by agreement, communication or conference with anyone to fix the bid price of the Bidder or of any other Bidder, or to fix any overhead, profit, or cost element of such bid price or that of any other Bidder, or to secure any advantage against the City or anyone interested in the contract for which the bid is filed; that all statements contained in the bid are true; that the Bidder has not directly or indirectly submitted the Bidder's bid price or any breakdown thereof of the contents thereof, or divulged information or data relative thereto, or paid or agreed to pay, directly or indirectly any money, or other valuable consideration for assistance or aid rendered or to be rendered in procuring or attempting to procure the contract above referred to, to any corporation, partnership, company, association, organization, or to any member or agent thereof, or to any other individual, except to such person or persons as herein disclosed to have a partnership or other financial interest with said Bidder; and that the Bidder will not pay or agree to pay, directly or indirectly, any money or other valuable consideration to any corporation, partnership, company, association, organization or to any member or agent thereof, or to any other individual, for aid or assistance in securing the contract above referred to in the event the same is awarded to

Ohio Association of Chiefs of Police, Inc.

(Name of Bidder)

Further Affiant says not.

Donna Barras

Affiant

Sworn to before me and subscribed in my presence this ⁹ day of ^{March}, 2018.



JACQUELINE JORDAN
Notary Public, State of Ohio
My Commission Expires
February 13, 2020

Jacqueline Jordan

Notary Public

6277 Riverside Drive, Suite 2N • Dublin, Ohio 43017
614-761-0330 • (FAX) 614-761-9509 • www.oacp.org



AFFIDAVIT IN COMPLIANCE WITH SECTION 3517.13
OF THE OHIO REVISED CODE

STATE OF OHIO

COUNTY OF Franklin SS:

I, the undersigned, after being first duly cautioned and sworn, state the following with respect to compliance with Section 3517.13 of the Ohio Revised Code:

1. I am the representative of and have the authority to make certificates for
The Ohio Association of Chiefs of Police, Inc., which entity may be or has been selected as a
(Name of Entity)
contractor/consultant/vendor for the City of Lakewood.

2. None of the following has individually made within the previous twenty four months and, if awarded a contract or contracts for the purchase of goods or services aggregating in excess of \$10,000 in a calendar year, none of the following individually will make, beginning on the date of the contract is awarded and extending until one year following the conclusion of the contract, as an individual, one or more campaign contributions totaling in excess of \$1,000, to the Mayor or any City Council member of the City of Lakewood or their individual campaign committees:

- myself;
- any partner or owner or shareholder of the partnership (if applicable);
- any owner of more than 20% of the corporation or business trust (if applicable);
- each spouse of any person identified in (a) through (c) of this section;
- each child seven years of age to seventeen years of age of any person identified in division (a) through (c) of this section (only applicable to contributions made on or after January 1, 2007).

3. None of the following have collectively made since April 4, 2007, and, if awarded a contract or contracts for the purchase of goods or services that aggregate in excess of \$10,000 in a calendar year, none of the following collectively will make, beginning on the date of the contract is awarded and extending until one year following the conclusion of the contract, one or more campaign contributions totaling in excess of \$2,000, to the Mayor or any City Council member of the City of Lakewood or their individual campaign committees:

- myself;
- any partner or owner or shareholder of the partnership (if applicable);
- any owner of more than 20% of the corporation or business trust (if applicable);
- each spouse of any person identified in (a) through (c) of this section;
- each child seven years of age to seventeen years of age of any person identified in divisions (a) through (c) of this section.

Signature:

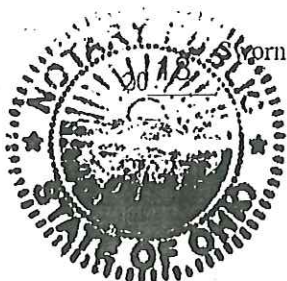
Donna Harrass

Printed Name:

Donna Harrass

Title:

Executive Director



Sworn to before me and subscribed in my presence this 9 day of March,

JACQUELINE JORDAN
Notary Public, State of Ohio
My Commission Expires
February 15, 2020

Notary Public:

Jacqueline Jordan

My Commission Expires:

FEBRUARY 15, 2020



Statement "A" - Bidder Not Charged with Tax Delinquency

BIDDER'S AFFIDAVIT
PERSONAL PROPERTY TAX DELINQUENCY

Bid No. : 18-004

Personal Property Tax Certification
Required by Ohio Revised Code
Section 5719.042

Finance Director
City of Lakewood
12650 Detroit Avenue
Lakewood, Ohio 44107

Dear Sir:

Ohio Association of Chiefs of Police, Inc.

Bidder Name _____

The undersigned hereby certifies that the Bidder to whom contract award is being considered was not charged with any delinquent personal property tax on the general tax list of personal property for any county in the State of Ohio at the time the bid was submitted for the above-referenced contract.

Name: Donna Harrass

Title: Executive Director

State of Ohio
County of Franklin, SS:

SWORN TO before me and subscribed in my presence this 9 day of March,
2018.

Jacqueline Jordan
Notary Public

Note: This affidavit is to be reproduced on the Bidder's letterhead and signed by the appropriate signatory before a notary public.



JACQUELINE JORDAN
Notary Public, State of Ohio
My Commission Expires
February 13, 2020



MACBRIDE PRINCIPLES DISCLOSURE STATEMENT

PRESCRIBED BY DIRECTOR OF PUBLIC WORKS PURSUANT TO ADMINISTRATIVE CODE
SECTION 111.10

INSTRUCTIONS:

The information requested herein must be supplied by all contractors and any subcontractors having more than a fifty percent (50%) interest in the proposed contract prior to any contract being awarded by the City of Lakewood.

Any such contractor or subcontractor who fails to disclose the requested information shall not be eligible to provide any goods or services whatsoever for use by the City in return for payments, fees or commissions from City funds.

Any such contractor or subcontractor who is awarded a contract to supply goods or services for use by the City in return for payments, fees or commissions from City funds, and who is subsequently deemed to have made a false statement shall be declared to have acted in default of its contract and shall be excluded from bidding for the supply of any goods or services for use by the City for a period of two years.

DISCLOSURE

CHECK WHICHEVER IS APPLICABLE:

- (X) A. The undersigned or any other controlling shareholder¹ subsidiary, or parent corporation of the undersigned is NOT ENGAGED IN ANY BUSINESS OR TRADING FOR PROFIT IN NORTHERN IRELAND. (If this paragraph applies, sign at bottom.
- () B. The undersigned or any controlling shareholder, subsidiary, or parent corporation of the undersigned is ENGAGED IN ANY BUSINESS OR TRADING FOR PROFIT IN NORTHERN IRELAND. (If this paragraph applies, proceed to paragraph "C".)
- () C. The undersigned and all enterprises identified in paragraph "B" are TAKING ALL LAWFUL AND GOOD FAITH STEPS TO ACTIVELY ENGAGE IN THE IMPLEMENTATION OF THE FAIR EMPLOYMENT PRACTICES KNOWN AS THE MACBRIDE PRINCIPLES FOR FAIR EMPLOYMENT IN NORTHERN IRELAND². If requested by the City, the undersigned agrees to supply to the Investor Responsibility Research Center (IRRC), and independent research agency, all data deemed necessary by the IRRC to determine if the undersigned and all said enterprises are engaged in the implementation of the fair employment practices known as the Mac Bride Principles³.

Ohio Association of Chiefs of Police, Inc.

Name of Contractor or Subcontractor

By: Donna Harrass

Title: Executive Director

¹ "Controlling Shareholder": Any shareholder owning more than fifty percent (50%) of the stock in the corporation, or more than twenty-five (25%) of the stock in the corporation if no other shareholder owns a larger share of the stock in the corporation.

² A copy of the MacBride Principles can be obtained from the Director of Public Works (216) 521-7580.

³ An IIRC report shall provide a factual basis upon which the City may deem the undersigned or an enterprise in compliance with Section 111.10 of the Administrative Code of the City of Lakewood. Investor Responsibility Research Center, Inc., Suite 600, 1755 Massachusetts Ave., Washington, D.C. 20036, (202) 234-7500, Fax (202) 332-8570.



INSURANCE REQUIREMENTS CHECKLIST

Items marked "X" must be provided.

COVERAGE REQUIRED

MINIMUM LIMITS REQUIRED

<input checked="" type="checkbox"/> GENERAL LIABILITY (The following coverage must be included) Premises-Operations Independent Contractors/Subs Broad Form Contractual Broad Form Property Damage Explosion (X)	\$ <u>1,000,000</u> Combined Single Limit Per Occurrence Collapse (C) Underground (U) Personal Injury Products-Completed Operations Fire Legal Liability Employer's liability (Stop Gap)
<input checked="" type="checkbox"/> UMBRELLA LIABILITY	\$ _____
<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY Owned, Hired, and Non-Owned Employee Non-Ownership	\$ <u>1,000,000</u> Combined Single Per Occurrence
<input checked="" type="checkbox"/> WORKER'S COMPENSATION <input checked="" type="checkbox"/> Worker's Compensation coverage in compliance with the laws of the State of Ohio	Statutory
<input checked="" type="checkbox"/> PROFESSIONAL LIABILITY (includes Errors & Omissions)	\$ <u>1,000,000</u>
____ BUILDER'S RISK	____ 100% Completed Value
____ INSTALLATION FLOATER	____ 100% Installed Replacement Value
____ FLOOD INSURANCE	____ 100% Completed Value or Maximum of Flood Program
____ ENVIRONMENTAL IMPAIRMENT LIABILITY	\$ _____
____ EMPLOYMENT PRACTICES LIABILITY	\$ _____

The certificate of insurance must show the "City of Lakewood" as an additional insured and give sixty- (60) days prior written notice of cancellation, non-renewal, or adverse change to the City of Lakewood.

Statement of Bidder and Insurance Agent

We understand the requirements requested and agree to fully comply.

Ohio Association of Chiefs of Police, Inc.

Schultheis Insurance Agency

Bidder

Insurance Agency

Authorized Signature

Authorized Signature

A completed copy of this form with ORIGINAL signatures must accompany proposal.

Signature
will be
submitted
if contract
awarded



**Bureau of Workers'
Compensation**

30 W. Spring St.
Columbus, OH 43215

Certificate of Ohio Workers' Compensation

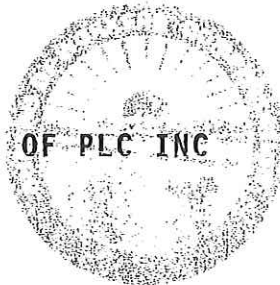
This certifies that the employer listed below participates in the Ohio State Insurance Fund as required by law. Therefore, the employer is entitled to the rights and benefits of the fund for the period specified. This certificate is only valid if premiums and assessments, including installments, are paid by the applicable due date. To verify coverage, visit www.bwc.ohio.gov, or call 1-800-644-6292.

This certificate must be conspicuously posted.

Policy number and employer
470570-0

Period specified below
**07/01/2017 through
06/30/2018**

**OHIO ASSOCIATION OF CHIEFS OF PLC INC
6277 RIVERSIDE DRIVE
DUBLIN, OH 43017**

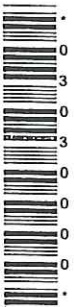


www.bwc.ohio.gov

Issued by:


Administrator/CEO

You can reproduce this certificate as needed.



Ohio Bureau of Workers' Compensation

Required Posting

Effective Oct. 13, 2004, Section 4123.54 of the Ohio Revised Code requires notice of rebuttable presumption. Rebuttable presumption means an employee may dispute or prove untrue the presumption (or belief) that alcohol or a controlled substance not prescribed by the employee's physician is the proximate cause (main reason) of the work-related injury.

The burden of proof is on the employee to prove the presence of alcohol or a controlled substance was not the proximate cause of the work-related injury. An employee who tests positive or refuses to submit to chemical testing may be disqualified for compensation and benefits under the Workers' Compensation Act.



**Bureau of Workers'
Compensation**

You must post this language with the Certificate of Ohio Workers' Compensation

